October 2000

ED NEWSLETTER

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IN THIS ISSUE

ED School Unveils Missile Display

By ED School Public Affairs Staff

Vice Admiral George P. "Pete" Nanos, Commander of Naval Sea Systems Command, joined CAPT John R. Exell, Commanding Officer of the Engineering Duty (ED) Officer School, and CAPT Bernard J. "Barney" Cramp, Chief Engineer, NAVSEA Naval Surface Warfare Center Port Hueneme Division, to formally unveil the newly erected Standard Missile display at the ED School. The missile display, located on the plaza in front of the School, at the Construction Battalion Center, Port Hueneme, CA,joins the 5 bladed propeller, a long-standing ED Officer community emblem. VADM Nanos addressed the significance of the display during his formal remarks, emphasizing that "Symbolically we've represented the full spectrum…the propulsion, the ordnance and everything in between. It's important that we have this representation for our school, because ultimately it's not the individual flavors that are important, but the total [spectrum which is important] in terms of what it means to the United States Navy."

The missile display was donated by NAVSEA's NSWC Port Hueneme Division. CAPT Cramp coordinated the effort to better reflect the diverse missions of the ED Officer community. CAPT Cramp described the missile display as another representation of the ED Officer community's commitment to the school, its development of quality ED Officers, and the coupling of engineering discipline and naval operational experience to build safe and effective integrated warfare systems.

VADM Nanos, COMNAVSEA, addresses audience at the Standard Missile unveiling ceremony held September 22, 2000. (Photo courtesy of ED School)

The missile display (left) joins the 5 bladed propeller (right) on the plaza at ED School. (Photo courtesy of ED School)

MESSAGE FROM VADM GEORGE P. NANOS, JR. COMNAVSEA AND SENIOR ED

When I came to NAVSEA two years ago, I looked at the things we really needed to do to move the ball forward from where we were. I didn't really worry about our strategic plan, because it was solid. However, with our Commander's Forum IX this past June, we decided to review and revise our corporate strategy to reflect what we have learned exercising our business process over the last two years and the level of maturity that NAVSEA has reached.

Since June, the new Chief of Naval Operations, ADM Vern Clark has outlined top five priorities for the Navy: manpower, current readiness, future readiness, quality of service, and Navy-wide alignment. NAVSEA's corporate strategy is a good fit with these. Our "Customer Service, Second to None" approach picks up quality of service, integrated product support hits current readiness, our strategies for business processes and future concepts cover future readiness and finally our concept of a single NAVSEA corporation is all about alignment and prepares NAVSEA for the Navy-wide alignment that the CNO is after.

Mission, Vision, Principles, and Goals

We've revised our mission statement a bit, adding our new Corporate Value Statement up front - "Keeping America's Navy #1 in the World." We also

added "...for today...for tomorrow...for the Navy after next" to focus on the whole spectrum.

Our corporate vision remains essentially the same as we've had for two years—having a unified corporation. We'll continue to strive towards that, working so our many commands are aligned and functioning together.

With the idea that profound things are simple and elegant, we wanted to keep our basic guiding principles clear - Think Fleet, Workforce Excellence, Corporate Teamwork, and Principled Leadership. These are the things that we've really been talking about and working on, so it makes sense that we have them in our overall guidance for the Command.

And then, of course, we needed to review our goals to focus on People, Customers, Knowledge Management, Business Processes, Engineering, Future Concepts and Integrated Product Support. These goals, and the strategies to support them, were selected so NAVSEA's line organizations can work on them.

No special ad hoc goal committees will be assigned to focus on our goal strategies. The institutions of the Command are going to work with these strategies. My view is that if you're going to have a long-term initiative and believe you need ad hoc teams, either your organization is wrong or your strategy is wrong. Our goals and strategies should be integrated into our normal course of business. If that can't happen, then either we are in the wrong business or we need to realign things.

So, this is our approach in brief. You will hear more about this in the future, but I'd like to discuss two of our goals — People and Customers.

People Goal

NAVSEA needs the best people doing the right job and we can't survive as an organization without attracting the best people to our workforce. Not only do we need the best people, but also we need to align their skills and talents appropriately with what we need to accomplish.

Our Navy and NAVSEA have many particular needs, which are not supported by industry. This requires us to identify and nurture skill sets required by our core equities.

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Nanos

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Some of those that have special requirements are underwater acoustics, insensitive munitions, specific ordnance work, and specialized hydrodynamics. These skills are not freely available, and if the Navy is going to have these skills—and it's important that the Navy does have them—then we at NAVSEA have to nurture them.

For NAVSEA's future, recruiting a capable, diverse and mobile workforce is extremely important. We've worked hard on diversity in the last several years and made excellent progress. But the truth is that if we're going to really succeed, we have to take advantage of the full range of capability that's out there in our country. Unifying as a single, efficient corporation means that our workforce and our skills have to be mobile.

In addition, we need to provide a safe, high-quality work environment for people of all ages and all life situations. Each of us needs to create an environment where people value one another, but also are accountable and responsible for their actions. We must collectively pursue excellence and be intolerant of poor performance, which produces abnormal results, products, or processes. Failing organizations accept these abnormalities as normal. We cannot.

To achieve this "world class" standard, it is important for leaders to keep in mind their responsibility to take action when our people tell us that there's a problem. We should fix the problems and ensure that the workforce knows that action has been taken. This will create the culture and environment that concentrates on doing the right thing and getting quality at every level and for every task. That will encourage our people to really react to those things that aren't right or our normal "world class" standard.

Along with our standards, we must demonstrate a commitment to our workforce by demonstrating that we will work proactively to provide for successful careers. They should know that joining NAVSEA means signing on with an organization that believes and practices that people are important and that they deserve opportunities for education and growth. Frankly, what I tell people today is that, if you want to find a place to go to work and to get real opportunity and fairly rapid upward mobility, then NAVSEA is a good place to come. And I mean it. Good work, technically interesting challenges, upward mobility, that is NAVSEA as we've re-tooled ourselves for the future. We must ensure that this message becomes known both within NAVSEA and wherever our future employees reside.

"Customer Service, Second to None"

A second goal focuses directly on our customers and our quality of service. It has been summarized in our phrase, "Customer Service, Second to None," during the last year and a half. "Keeping America's Navy #1 in the World" requires us to make our customers successful. Of course, that doesn't always mean doing what the customer necessarily asks you to do. It is sometimes anticipating their needs; it's sometimes having the integrity to go in there and tell the customer, "I know this is what you think you want, but let's talk about this. Let me explain some things to you, give you some other options, because maybe you'll want to change your mind."

This means we must be aligned and teamed with the Fleet and our OPNAV customers. This is the message I'm taking to both Fleet commanders, especially concerning the Fleet Maintenance Program (FMP) process. Particularly important is how we deal with some of the investments we've made in lowering costs of operations—investments for the Fleet, and how we team with the Fleet to make the best use of our resources.

Best value products and services are always going to be at the top of our list. And key to our customer relationship is communicating effectively in a timely manner. I got e-mail from Atlantic Fleet Commander, ADM Natter, the other day talking about how much he liked our Integrated Call Center. He told me that the word had not been delivered to the entire Fleet and suggested an even more aggressive communication strategy by NAVSEA. This week we are releasing Video spots to be shown on fleet television.

So whether it is a spot on the Direct-to-Sailor TV network or having people passing out pens or cards that have the 1-877-4-1-TOUCH number on them, we need to do whatever it takes to reach the entire Fleet as soon as possible. What is your role? We need to reach all of our customers.

Commander's Forum X

Commander's Forum X is scheduled for October during which we will launch the corporate strategy and discuss our eBusiness strategy for the corporation. We also will discuss a

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MESSAGE FROM RADM GEORGE R. YOUNT NAVSEASYSCOM (SEA 05)

I have spoken to many of you about the need for us to be leaders. Leaders, not only of our subordinates and activities, but of the field of engineering as well. This past year, I have had the absolute pleasure of observing your fellow Engineering Duty Officer's and many of our Civilian team mates provide engineering leadership which impacted not only the Navy of today, but the next Navy and the Navy after next. The SEA 05 engineers are working hard every day to resolve problems, improve designs, streamline programs and to build ships and weapons systems that are capable of meeting the challenges and rigor of service in peacetime and in combat. Some of their many key accomplishments include the following:

- Stabilizing a buckled dry dock with a warship on the blocks
- Resolving the stability and survivability issues for a large ship aground in a foreign country
- Design, manufacture and installation on a battle group basis, of new innerspring mattresses for our sailors

- Instituting paint teams on both coasts to relieve our sailors from the drudgery of chipping and painting
- Designing and installing new watertight door hinge mechanisms to eliminate extensive ships force maintenance problems
- Moved forward the design and development of Integrated Power Systems and the advent of fully electrically reconfigurable ships
- Initiated concept designs of littoral warships and linked them to the CNO's Strategic Studies Group
- Supported the design development of CVNX, DD-21, LPD-17, NSSN as well as sustaining the maintenance and modernization of every ship in the Navy.

Your friends like CAPT Rudy Malush, CAPT Bill Needham, CDR Amy Smith, CDR John Amy, CDR Joe Konicki, CAPT Deb Deacon, CAPT (Select) Kevin Gannon, CDR Larry Haukenes, LCDR Pete Newton, CAPT Sherman Metcalf, CDR Kerry Farrell, LCDR Bill Brougham, CDR Norbert Doerry, CDR Kevin Torsiello, CDR Warren Lundblad, CDR (Select) Billie Sue Walden, LDCR Jeffrey Schafer and LCDR Mary Chipkevich have all been great leaders in solving Fleet and Program problems. They are leading the way across the full spectrum of issues and initiatives in shipbuilding and ship repair with great success. I am confident you are all contributing to the success of your respective organizations and I encourage you to continue in your efforts to "Keep America's Navy #1 in the World."

MESSAGE FROM RADM JOSEPH A. CARNEVALE CINCLANTFLT (N43)

Greetings from the Atlantic Fleet! The readiness of our ships, submarines, aircraft carriers, and aircraft is of paramount importance. Keeping the pointy end of the spear sharp takes a lot of effort and the Engineering Duty (ED) Officer community is making a significant contribution. Your compatriots on the various staffs and activities directly supporting the Atlantic Fleet engage daily in the task of solving real Fleet problems, from the day-to-day maintenance actions needed to prepare our ships for deployment to responding to emergencies overseas.

As I am writing this, LCDR Jess Riggle from my staff, is off the coast of Chile on board USS LA MOURE COUNTY (LST 1194). He and LCDR Rich Blank from SURFLANT, LCDR Scott Mattingly from SEA00C, and others are assisting the Commanding Officer and crew in recovering from a grounding that caused major damage to the ships propellers, rudders and hull. Everyone from the CINC on down, is relying on them to provide the analysis and make the decisions necessary to keep the ship and the crew safe. I'm sure you'll be reading more about this later on.

While all of you are well aware of the significant challenges we face in Fleet maintenance, many of you may not be familiar with all of the efforts underway to make things better.

It has been apparent in the development of the budget over this summer; a renewed importance is being placed on Fleet maintenance. When I first assumed the responsibilities of the Atlantic Fleet Maintenance Officer, I was impressed by the initiatives underway to improve readiness. What I couldn't find was a vision of where we wanted to end up so I put one together. As the Atlantic Fleet Maintenance Officer, here is where I believe we need to go:

By 2010, our deploying units will be continuously maintained at a measurably higher degree of material readiness to train, deploy, and fight in a fully interoperable combat environment. Our Sailors and ships will be supported by a seamless system to define and execute maintenance and modernization requirements. The system will take advantage of available technology in monitoring, diagnostics, resource planning, and execution to minimize the burden on Ship's Force while devoting more resources to actual maintenance and modernization and less on infrastructure and processes. The changes will bridge the gap between the existing Fleet and future ships such as LPD17, SSN 774, DD21 and CVNX.

By 2010, core production resources will be fully defined and fully integrated. Sailors assigned to ashore maintenance activities will work in their rating, gaining experience, qualifications and advancement necessary to support their afloat assignments. The personnel, billets and workload will all balance. The remaining work will be accomplished by a cost effective partnership between public and private activities, providing stability to the critical, skilled workforce that supports our Fleet. Maintenance requirements will be defined from warfighting readiness standards and will be fully funded. There will be confidence in both the process of defining the requirements and the effectiveness of the execution."

Many of you have heard me elaborate either at the ED School Basic or Senior Courses or at the ED Captain's Seminar on all the efforts to make this happen. Our newsletter will give me a great venue to keep you appraised of what is happening.

MESSAGE FROM RADM DENNIS M. DWYER DIRECTOR SSP

In October, Strategic Systems Programs (SSP) celebrated 45 years of providing the Nation a credible and affordable sea-based deterrent missile system. With leadership positions filled primarily by Engineering Duty (ED) Officers, SSP has assumed a dominant role in the United States' nuclear Triad, deploying the long-range, extremely accurate and formidable TRIDENT Strategic Weapons System.

The end of the "Cold War" with the current proliferation of nuclear weapons and the threat of weapons of mass destruction has provided a challenging arena for SSP EDs.

SSP assumed responsibility for implementation and compliance, throughout the Navy, of all arms control treaties. This includes the role of primary Navy technical advisor for the Strategic Arms Reduction Treaty (START) performed by ED, LCDR Jim Scrofani.

EDs are playing a significant leadership role in TRIDENT life extension. CDR Terry Benedict is leading the effort to deploy a Commerical-off-the-Shelf (COTS) based Missile Fire Control System and in developing a cost effective replacement missile guidance system for the TRIDENT II (D5).

CDR Steve Lewia and LCDR Marshall Millett, SSP's Missile Engineers, are busy working with CDR Doug White, Commanding Officer, PMOSSP Sunnyvale and industry rocket scientists to predict the expected life of the TRIDENT II's booster engines and develop the most effective procurement strategy.

All eighteen OHIO Class SSBNs are now in commission. Four are scheduled to be converted from TRIDENT I (C4) to TRIDENT II (D5) capability at Puget Sound Naval shipyard. CDR Chuck Lasota has taken the reins of SSPs Ship Integration organization and is managing the Complex Conversion Availability of USS ALASKA.

In the Strategic Weapons Facilities, CAPT John Friend (Commanding Officer SWFLANT) and LCDR Bob Kaufman (Production) support the Atlantic Fleet in Kings Bay while CDR Bob Susbilla supports the Bangor TRIDENTS.

SSP has also been tasked to take on non-strategic responsibilities and LCDR Hal Skoog is a key member of the SSP team tasked with developing the Advanced Land Attack Missile (ALAM) for PEO Surface Strike, to be introduced in the new ZUMWALT class destroyers.

CDR Mary Martin is on the SSP team that is developing the engineering plans for the Attack Weapons System (AWS) for the cruise missile OHIO submarines (SSGN).

SSP's VISION is to be the premier provider of nuclear and conventional sea-based deterrent weapon Systems, and EDs are leading the way.

MESSAGE FROM RADM STEPHEN S. ISRAEL NAVSEASYSCOM (SEA 00R)

This is a good news story. I want to relay to members of the Engineering Duty (ED) Officer Community what their counterparts in the Reserves are doing to assist gaining commands. As you may or may not know, there are 805 ED officer billets in the Naval Reserve. Most of those billets are in reserve units under the cognizance of NAVSEA, SPAWAR or ONR.

One area where the Navy Reserve Engineering Duty (NRED) Officers support NAVSEA is by conducting the annual inspection of donated ships. Some of the ships inspected this year by NREDs include: the square rigged USS Constellation, in Baltimore, MD, inspected by NR NSY Norfolk Det 206, and the USS Hornet, in Alameda, CA, inspected by NR NAVSEA Det 620.

NREDs have supported new construction; as an example, the new Bob Hope Class (T-AKR 300) of heavy sealift ships. Our members identified the vertical clearance discrepancies in the cargo stowage areas (CSAs) (NR SUPSHIP 110). Another unit reviewed tech specs, drawings, test procedures, and ship checks of as built conditions during construction (NR PMS WASH Det 210).

NREDs support fleet maintenance. Members of NR NAVSEA Det 1404 traveled to

Sasebo, Japan to assist in the SRA and sea trials of two MCMs. Other NREDs assisted PMS 303 in the planning and preparation of the heavy lift of two MHCs from Ingleside, TX to Bahrain. Other Naval Reservists provided technical support to USS GETTYSBURG (CG 64) ROH particularly in the AEGIS Combat Systems portion of the cruiser's overhaul (NR SUPSHIP 206).

A few of our NREDs had a unique experience when they performed material inspections of Saturn V, Little Joe and Mercury Redstone Rockets at the Johnson Space Center (NR PHD NSWC Det 510). Others assisted in the design and of the prototype for the Basic Unexploded Ordnance Gathering System (BUGS). The system reduces the risk to EOD personnel during ordnance clearance (NR NAVEODTECHDIV).

ONR benefits from our abilities. NREDs provided expertise in materials science and structural analysis for the Concentric Canister Launcher (CCL) Program. The CCL is an advanced launcher technology development program sponsored by ONR (NR NSWC Det 106). NR NAVSEA Det 620 completed a study of the flight-deck airwake characteristics on amphibious assault ships. They used state-of-the-art pressure sensitive paint technology in a NASA wind tunnel to determine the pressure distribution over the flight deck. NAVSEA and NAVAIR will use the research in future ship designs and to develop procedures for eliminating rotor tail strikes during helicopter run-ups.

So as you can see, NREDs are proud, contributing members of the ED Community. They have many skills and capabilities that are used to continue the great traditions of engineering excellence in the U.S. Navy.

Notes From the ED Detailer

By CAPT John A. Edwards, NAVPERSCOM (PERS-445)

We have received some real positive feedback on the first edition of the newsletter. Thanks again for all your continued support in providing the necessary articles.

Who is that guy?: If you haven't used his service, you no doubt have heard his name from someone who has. I am speaking of the Engineering Duty (ED) Officer community's support superstar, Richard K. "Rich" Todd. Rich provides a full range of administrative services. He serves as technical advisor on policies and regulations governing ED assignments. Rich makes recommendations to various offices in NPC on record corrections. His prior Navy enlisted experience at NPC makes him qualified to answer any questions you may have. He can be reached at (901) 874-3294 or p445f@persnet.navy.mil.

FY-01 Job Slate: We are continuing our work on the FY 01 slate. In addition to all the conventional jobs at the larger activities, we have a number of great jobs in some lesser-known locations. We have jobs available in 2001 in Los Angeles, CA, Philadelphia, PA, Newport, RI, Moorestown, NJ, St. Louis, MO, Omaha, NE, Singapore, Sasebo, Wallops Island, VA and Millington, TN to name a few. We also have a number of jobs opening up at the U.S. Naval Academy in Annapolis, MD this year. The job slate is available on the WEB site and includes all incumbent PRDs. If you have a PRD in 2001, look there to start your job search.

Reserve Recall: Do you know someone who has recently left active duty and entered the reserves? We have several recall quotas each year for Naval Reserve Engineering Duty Officers (NREDs). We look primarily for officers who have recently left active duty and have just been promoted to their current rank. The PERS-812 Web Page on the NPC Web Site http://www.persnet.navy.mil can answer most recall questions. The detailers are also available to answer questions. If you have a question about requesting NRED support, CDR Robert V. Peltier (SEA 00R) may be able to help at (703) 602-6770/1 or E-mail him at peltierrv@navsea.navy.mil.

OCS ED Option Program: Do you know a friend or relative in college that is interested in an engineering career in the Navy? We have recently opened up the Officer Candidate School (OCS) ED Option Program and it may be just the ticket. Candidates enter the Navy as an unrestricted line (URL) officer and go to sea for a warfare qualification tour. After successfully completing the sea tour, officers have the option of converting to ED, similar to the ROTC/USNA Option Program. For more information, refer candidates to LCDR Dave Kohnke in the detailer shop.

Selection Board Preparation: Now is the time to be preparing your record if you are in zone for the FY-02 selection boards. You are responsible to insure the completeness and accuracy of your official record. You should order your microfiche from PERS-313 and review it now. Your detailing shop will be glad to help put you in touch with the right folks for record corrections, but remember it takes time. Please plan accordingly.

Above: Rich Todd (Photo by LCDR Dave Kohkne)

PERS-445 DIRECTORY

Pers-445, Branch Head
CAPT John Edwards
(901) 874-4090
P445@persnet.navy.mil

Pers-445B
CDR Tim Atkinson
(901) 874-3994
P445B@persnet.navy.mil

Pers-445D
LCDR Dave Kohnke
(901) 874-3085
P445D@persnet.navy.mil

Pers-445F
Mr. Richard Todd
(901) 874-3294
P445F@persnet.navy.mil

FAX: (901) 874-2677
DSN PREFIX: 882-XXXX

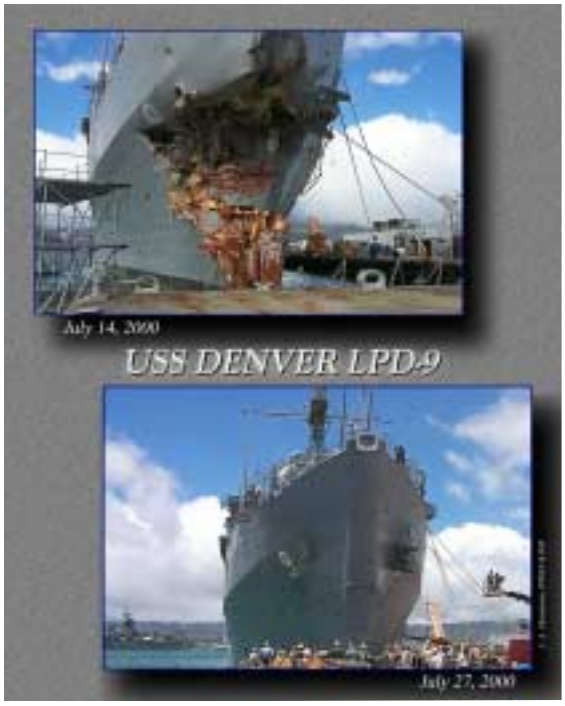
The Pearl Harbor Pilot Program: A Lesson in Successful Transition

By Jason Holm, Pearl Harbor NAVSHIPYD & IMF Public Affairs

As a more streamlined Navy steams into the 21st Century, a consolidated Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF) stands as an example of the innovative business practices emerging in today's Navy. CAPT "Jeff" Conners took command when the Pilot Program stood up on April 30, 1998. When the Pilot stood up, effectively consolidating intermediate and depot maintenance into one regional maintenance organization, the Navy's goal was to create a streamlined organization responsible for all maintenance on all ships in Pearl Harbor.

PHNSY & IMF has faced the challenges of increased work capacity and reduced infractructure head-on, and as the Oct. 1, 1998 – Oct. 1, 2000 test period results prove, the Pearl Pilot is shaping the future of Navy ship maintenance.

Eight years ago, over 5,200 civilians were employed at Pearl Harbor Naval Shipyard, with an additional 1,800 military stationed at the Submarine Base Intermediate Maintenance Activity (SUBASE IMA) and the Shore Intermediate Maintenance Activity (SIMA). A large reduction in force (1996) and restructuring of the military civilian workforce laid the foundation for a merger of the activities in 1997. Today nearly 40% fewer workers (4,000) work on virtually the same number of ships, fulfilling the Navy's vision of an effective regional maintenance concept.



Top: USS DENVER (LPD 9) arrives 14 July following a collision the day before with the USNS YUKON (T-AO 202) off the Hawaiian Islands. Bottom: USS DENVER on 27 July with its newly repaired bow. (Photos by Lynette A. Christensen)

In addition to the change in the workforce, the internal structure changed by adding a Deputy Commander and two new project mangement teams. The two workforce populations were totally integrated with the intention of gaining positive workforce synergy. Military craftsman learn journeyman level trade skills from their civilian counterparts while bringing their own operational experience and knowledge of ships' systems. Approximately 47 officers(including 25 Engineering Duty (ED) Officers) and 600 enlisted comprise the military workforce, with both ED Officers and Limited Duty Officers making up the majority of the assigned officer corps working in their maintenance specialty areas.

Differing systems and processes were benchmarked to find the "best practice" for use in the combined facility. Total optimization—putting workers where the work is every day—is obtained through a resource allocation process, known as the "beating heart" of the pilot. This process provides flexibility across all product lines, optimizing response to Fleet priorities.

The consolidation also created the opportunity for increased teamwork and new partnerships to develop. Although NAVSEA directs operations, U.S. Pacific Fleet funding and ownership of PHNSY & IMF facilitates a closer relationship between the merged organization and the ships it serves.

A Local Board of Directors was convened to oversee the

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Above: Damage sustained to USNS YUKON (T-AO-202) in a collision with USS DENVER (LPD 9).

EDs Will Always Be Home in WESTPAC

By CDR Robin L. Belen, COMLOG WESTPAC Staff (N43), Singapore

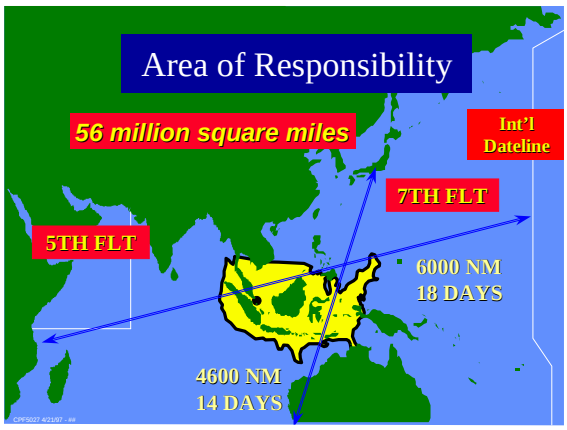
One degree north of the equator in the Western Pacific lies a tropical island of historic importance to Engineering Duty (ED) Officers. In March 1968, Mobile Support Unit Det Foxtrot was stood up under Commander, Service Group Three, and their mission was to write and sign Master Ship Repair Agreements for contract work done in Singapore.

In 1969, with an ED as OIC, the title changed to Ship Repair Office and changed again to U.S. Navy Office in 1972, to emphasize the streamlining of DoD activities in Singapore. The primary function was still control and coordination of all DoN affairs related to the administration of ship and aircraft repair, but included supervising all support functions for visiting fleet ships and serving as coordinating authority of all DoD activities.

In 1975, the focus again became ship repair and coordination with host country shipyards. Support was provided to USCG and MSC, as well as to ships of the Royal Thai and Republic of Vietnam Navies. Serving as the MSC Representative, the OIC was responsible for support to tankers under MSC charter throughout the Vietnam conflict.

The 1991 closure of SRF Subic and the movement of CTF 73 to Singapore lead to the current organization at Commander, Logistics Group Western Pacific (CLWP). No longer OIC of the entire Navy shore establishment in Singapore, the N43 staff at CLWP focuses on the same primary mission as Mobile Support Unit Foxtrot: fix deployed ships of U.S. Seventh Fleet. Section 7309(c) of Title 10 U. S. Code prohibits Navy and Sealift ships homported in the U.S. from being overhauled, repaired or maintained in shipyards outside the U.S., except for voyage repairs. Simply put, this limits repairs to items that are mission essential or safety related that occur while deployed. The nature of work permitted has changed, but capabilities have increased through the years.

Today, the EDs at CLWP continue the proud traditions established by our predecessors. We review Master Agreements for Repair and Alteration of Vessels (MARAV) held with host nation countries. We look for new opportunities to expand and improve response time throughout theater. Contractors in 7 countries hold MARAVs, and several maintain drydocks capable of supporting U.S. ships. Guam is exempt from Title 10 restrictions and Guam Shipyard is trying to become a viable and competitive source for deployed maintenance, so the options for emergent repair work in WESTPAC is endless.



Map of the AOR with the United States superimposed to show relative size.

When USS INGERSOLL (DD 990) had a collision in the Straits of Malacca, the capabilities of the local ship repair industry were proven beyond a doubt. Sembawang Shipyard in Singapore was called upon for emergent drydocking repairs. Stateside planners estimated several months and thousands of dollars. By streamlining where possible and working around the clock, time was cut to 40 days and costs kept near $6M.

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USS Safeguard (ARS 50) working with Thai divers during annual WESTPAC CARAT exercises under direction of C7F Diving and Salvage Officer, LCDR Rick Thiel. (Photo courtesy of CLWP)

Damage of USS Ingersoll (DD 990) entering Sembawang Shipyard in 1992 for emergent drydocking. (Photo courtesy of CLWP)

Observations of an ED "Newbie" in WESTPAC

By LT John D. Stevens, NAVSHIPREPFAC, Yokosuka

I'll never forget the phone call I made to my wife about our orders to Japan. "Honey, I got my orders and…uhhh…let's just say we won't be saying 'ALOHA'". The adjustment to the news didn't take long, however, as I stopped by COSTCO on my way home and bought a computer program for learning Japanese. Before we knew it we were in Japan, recovering from the jet lag, getting settled in our new Japanese home and ready to get to work. So, armed with a full quiver of engineering duty knowledge, elbow grease and a kiss from my wife, I began serving at my new duty station, the U.S. Naval Ship Repair Facility, (SRF) Yokosuka, Japan.

No one likes to be the new guy at any command. Indeed, I would just as soon forget about it were it not for daily circumstances reminding me of my humble position. But alas, here I am again, the "non-qualed newbie" drinking from the proverbial fire hose of knowledge, retaining all that I learn – or rather – learning all I can possibly retain. Although challenging, the task is not insurmountable, as I have seen many EDs successfully go before me, and I hope we as young EDs can stand on their shoulders.

My experiences as an ED and at SRF Yokosuka are few, so I consider myself an expert on first impressions. My limited perspective comes directly from the waterfront. As I become acquainted with the shipyard I notice six mature drydocks, each of different size and shape, surrounded by over a dozen antique cranes resembling a herd of blue dinosaurs hanging out at the local watering hole.

USS COWPENS Project Team after a SRF Planning meeting. (l-r) Kent Abel, Port Engineer; Chip Safreed, Cruiser Project Team Leader; (seated) Takamura-san, Japanese Ship Supt.; Yoshino-san, Type Desk Asst.; LT John Stevens, USN Ship Supt.; John Mahoney, Gas Turbine Program Manager.

The shipyard has a unique history going back more than 100 years before World War II when Commodore Matthew C. Perry sailed to Japan on a mission to open Japan to foreign trade. This time period also marks the genesis of Japan's modern maritime defense force as they learned seamanship from the British and bought naval vessels from various countries, including the United States. Interested in establishing an autonomous naval infrastructure, Japan built Yokosuka Iron Works in 1865 under the patronage of the Tokugawa Shogunate. From that time through the present, the waterfront facilities have been developed and expanded, including construction of Japan's first drydock in 1874 which is still in use today. The second drydock, built in 1884, is four times as large and shaped like the silhouette of a bottle. Although built at the dawn of the steel ship age, its design accommodated the sloping prows of large sailing ships.

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"Absolut" ship repair? Drydock 2, built in 1884, is shaped like the silhouette of a bottle. Although built at the dawn of the steel ship age, its design accommodated the sloping prows of wooden sailing ships.

Drydockings are a team effort at SRF Yokosuka with USN Docking Officers running the show for all ships, including those from the Japanese Maritime Self Defense Force (JMSDF). (above) LT Steven Lipsey directs a JMSDF LST into Drydock 2. (Photo by LT John Stevens)

USS SHREVEPORT (LPD-12) Voyage Repair Docking

By LCDR Phillip K. "Phil" Pall, COMNAVSURFGRU MED Staff, Naples

On February 16th of this year COMSERVFORSIXTHFLT was notified that USS SHREVEPORT (LPD 12) had grounded in the Great Bitter Lake. The subsequent three days were a blur of phone calls and by February 19th I was in Israel as the Project Officer.

USS SHREVEPORT had run aground momentarily while moving astern with her rudders at right standard. The lake bottom forced the starboard rudder hard over, moving the ram until the crosshead assembly completely crushed the stops. The force also deformed the deck near the foundation and bent the ram and starboard rudder tiller link.

Replacing the damaged starboard propeller was straightforward. However, the steering system damage was extensive and three repair options emerged: (1) Repair the system if possible, (2) Install a temporary steering system or, as a last ditch, (3) Lock both rudders and make preps for tow. PERSTEMPO requirements were bearing down on us to quickly get the steering system inspected and to select a repair option.

On February 24th we docked and immediately removed the damaged starboard propeller and cut an access in the well deck above the steering space. By February 28th the damaged starboard propeller was unshipped and the ram was in the shop. Dial indicator readings on the starboard tail shaft indicated it was slightly out of tolerance. No RFI shaft existed in the supply system. After consultations with the technical community, the decision was made to maintain the bent shaft. A vibration analysis would be performed to identify any RPM restrictions for a trans-Atlantic crossing.

On February 29th, we had the propeller replaced. The ram was in the shop and option (1) was being optimistically studied. On March 1st we held the undocking conference and cleared the dock floor for undocking the next day. On March 2nd, just an hour prior to flooding, I received the word to stay in dock and repair or replace the shaft. Two shafts removed from LASALLE during her 1999 DSRA were en route to Haifa.

To repair the steering system we would machine a new oversize ram, rebore the hydraulic cylinders and install new size seals. The bent portion of the starboard tiller link would be replaced. Deformed areas of the foundation and deck would be cropped out and reinforced.

We gave it our best shot to straighten the bent shaft but shifted horses to one of the LASALLE shafts that was already within tolerance for TIR and required only cosmetic repairs. The grounding had also bent the strut barrel out of tolerance. We bore the inner diameter of the strut barrel and installed spacer rings to the outer diameter of the strut bearing shell.

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USS Shreveport (LPD-12) damaged Starboard propeller. (Photo by LCDR Phil Pall)

A view from inside the steering space looking forward and slightly to port. The ships's force cut the starboard tiller link in order to free the rudders and position them centerline for towing. (Photo by MMC Grant (USS Shreveport))

From the lowered stern ramp on USS Shreveport, the damaged ram assembly is being craned off to the shop by a wing wall crane on the floating dock. (Photo by LCDR Phil Pall)

A ED in England

By CDR Margaret S. "Kerry" Farrell, NAVSEA Det Bath, England

For the past fifteen months, I have had the unique opportunity to be the NAVSEA Technical Representative in England. While I admit that my attraction to this billet was purely location, it has turned out to be a great job as well.

An ED has been assigned as the technical liaison officer with the Royal Navy's ship design and engineering activities in England since World War II. The current billet was established in 1958 as an Assistant Naval Attaché post and after several subsequent reorganizations, today I report as a field activity of SEA 05. I am assigned Additional Duty as an Assistant Naval Attaché and so, also report to the Defence Attaché at the embassy in London.

We are physically located at the headquarters of the Defence Procurement Agency (DPA) at Abbey Wood in Bristol England, about two hours west of London. The office here consists of an Administrative Assistant, Mrs. Brigitte Matheson and myself. The DPA is the UK joint procurement activity and all service integrated project teams are located at this site. Currently the UK has several major naval procurements in progress. These include the Type 45 Destroyer, Future Carrier, Future Surface Combatant, Astute Submarine, Future Attack Submarine, LPD Replacement, Auxiliary Oiler and the Alternative Landing Ship Logistic. In a cooperative program with the U.S., they have also just completed construction of a trimaran warship demonstrator that will be used as a trials platform and to evaluate the hull form for future warship applications.

Officially, I provide technical liaison between the UK Ministry of Defence (MOD) and NAVSEA in order to keep the U.S. Navy informed of Royal Navy programs and technical developments. Where discussions are not already covered under a formal information exchange agreement, we are the primary point of contact. In addition to inquiries within the MOD, I also have frequent contact with UK industry and businesses that are looking to move into the U.S. market. I am actively involved in several cooperative programs and also a member of various standing technical committees. As the Assistant Naval Attaché, I regularly have the opportunity to perform representational duties that have been extremely interesting.

We are here to provide a service to you. If you have any questions or requests concerning the Royal Navy, British industry or UK procurement please get in touch. Also, if you are coming to England, please call or e-mail and we can provide the visit liaison and take care of setting up any required calls or meetings, whether in London or at Abbey Wood. The number is 011-44-117-913-5031. E-mail is navsea@post.nctsl.navy.mil

I look forward to hearing from you soon. Cheers….

Voyage

Continued from page 12

The shop assembly of the hydraulic cylinder and ram assembly was delayed several times due to the need to perform additional machining based on reevaluation of the required clearances between moving parts. The individual parts finally came together and were installed into the steering space on March 12th.

With the strut barrel bore complete, the refurbished shaft was inserted for recoupling. There was a slight mismatch between the bolt holes of the coupling flanges and a tapered reamer special tool had to be hand carried from CONUS.

On March 19th the ship quietly undocked and the remaining work rested with Ship's Force. SHREVEPORT exited the jetties at 1545 on March 22nd and reported that the ship had never ridden smoother, there was no vibration and everything was functioning perfectly. USS SHREVEPORT arrived safely home on April 5th and the voyage repairs to her steering system were subsequently reevaluated and approved as a permanent DFS.

Aircraft Carrier Program Office – "One-Stop-Shopping" Support

By CAPT Charles A. "Chuck" Bush, Program Manager, PEO CV (PMS 312)

The Aircraft Carrier Program Office, PMS 312, reports to the Program Executive Office, Aircraft Carriers, RADM Roland B. Knapp for all matters relating to the Life Cycle Management of the Navy's twelve Aircraft Carriers and the construction of CVN 76, RONALD REAGAN. In other words, if it has to do with Carriers, PMS 312, with our teammates throughout corporate NAVSEA, other SYSCOMs, the Air Type Commanders, OPNAV staffs and the Secretariat, handles the issue. The men and women of the Carrier Program Office, military, civil service and contractor support are dedicated to "one-stop-shopping" support of these incredibly complex warfighting ships. From the propulsion and auxiliary plants to ship/aircraft interface issues to combat system integration, PMS 312 manages the broad spectrum of issues and organizations that keep the Carriers ready, anytime and anywhere.

As Program Manager, I lead an organization of about 50 personnel and manage an annual budget of $750M to $1B annually.

My staff includes Assistant Program Managers (APMs) for New Construction, Refueling Complex Overhauls (RCOH), Fleet Support and Modernization/Innovation. In addition to the APMs, the PMS 312 staff includes directors for Financial Management, Logistics, Combat Systems, Aircraft Launch and Recovery Systems and Aircraft Intermediate Maintenance. In addition to myself, the Engineering Duty Officers on the staff are CDR Tom Moore, APM for Fleet Support, CDR Mike Schwartz, APM for RCOH, and LCDR Tim Corrigan, Director for Combat Systems. I also have two Program Manager Representatives (PMRs) at Supship Newport News, CDR Ralph Soule (RCOH) and CDR Brian Miller (CVN76).

The Program Office's responsibilities to the Sailors on the deckplates of our Aircraft Carriers go well beyond the programmatics of financial management, logistics and engineering. On a daily basis, PMS 312 personnel are engaged in habitability improvements, technology insertions to reduce crew workload, improvements in availability management, reductions in the Total Ownership Costs, and a wide range of initiatives to improve Sailor QOL. Working closely with the AIRPAC and AIRLANT maintenance organizations, the program stays "in touch" with what is really happening in the fleet so we can respond to the real issues.

Looking for a challenge, want to work with true professionals – on the waterfront to "inside the beltway", ready for the complexity of a 100,000 ton warfighter, PMS 312 is the place.

NMCI – EDs Leading the Way Implementing the Cutting Edge Technology

By CDR Bruce H. Mathers, SPAWAR (PMW-152)/NMCI OCONUS Coordinator

Information Technology (IT). It has transformed our daily lives as we migrate into a web-based, internet dependent environment. From the advent of electronic mail and the distribution of near real-time data to extensive video teleconferencing and collaboration tools, we now are capable of operating as virtual teams unencumbered by geography. Within the Armed Forces, access to rapid, reliable data exchange has become increasingly important. Access to the Secure Internet Protocol Network (SIPRNET), the current DoD data network to support classified operations, has become an operational necessity. The commercial INTERNET has been clearly demonstrated as the communications media to execute routine transactions.

The DoN faces several questions in trying to exploit this technological transformation. How do we get past the business as usual, reluctance to change, stove-piped IT procurement and operations mindsets? How do we overcome the interoperability concerns, security shortfalls, and performance variance associated with the existence of hundreds of locally administered, disparate Navy networks? Can we afford not to act and should we look to an evolutionary or revolutionary solution?

The Department of the Navy's answer - The Navy Marine Corps Intranet or NMCI. What makes this different and why is this a revolution? The Navy has made one critical revelation as it relates to IT: We need to turn over the keys to our voice, video and data future to those who are responsible for the IT revolution…commercial industry. In commercial industry, return on investment and best practices rule. NMCI adapts common commercial IT practices, using a performance-based enterprise services contract held up to service level agreements (SLAs) and associated measures of effectiveness (MOE). IT is purchased much like any utility, paying for services without regard to the underlying infrastructure details. This is the essence of acquisition reform---specifying the functional requirements and funding for performance delivered vice specifying the technologies or methodologies we want a vendor to employ. NMCI is at the very edge of technology and acquisition practices. SLAs and use of a performance-based contract is in part driven by the Clinger-Cohen Act of 1996 and Government Performance and Results Act which help push federal agencies to more efficient IT solutions. SLAs provide the method to establish a comfort level in the changing military business model, where a vendor takes care of the operations and maintenance that government typically performed, while mitigating the perception of loss of control by using MOEs and incentivizing better performance. Other federal agencies have started down this road but none are reaching out as far as the Department of the Navy with NMCI.

What does NMCI have to do with warfighting? NMCI will accomplish for the shore environment what IT-21 is doing for afloat units with network-centric battle groups by extending the IT links to the whole DoN enterprise, providing reliable and fully interoperable "reachback" for warfighters. NMCI will provide access to all ILS, medical and personnel data, speed interactions between shore and afloat commands and enable the e-Business revolution within the DON. Those new processes will include group collaboration and work flow tools/methods previously unavailable to the Department. Additionally, NMCI will significantly strengthen the security of our network, eliminating hundreds of gateways and enforcing security policies and information assurance practices. How will NMCI be funded? Since all Naval activities currently have IT budgets that provide a myriad of IT services, NMCI will draw upon funds already dedicated to information technology support. The economies of scale of a large intranet provide an opportunity for savings while enjoying improved service and connectivity. Savings available through hardware and software consolidation and streamlined processes through

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Weapon Control Systems Technology Day Successful

By Sandy Schroeder, PEO (W) Public Affairs

The 2nd annual Weapon Control Systems Technology Day was held in July at The Johns Hopkins University, Applied Physics Laboratory in Laurel, Maryland. The conference, attended by approximately 200 representatives from more than 75 government and industry organizations, was sponsored by the Navy's Cruise Missiles Weapons Systems Program Office, PMA-282. TechDay2000's broad theme, "Integration of Land Attack Warfare within a Network Centric Environment", enabled PMA-282 to offer four lecture/ discussion sessions during the one day conference.

Session 1, entitled "Extending the Weapons Control Paradigm" included Air Force, Navy, and industry briefings, which offered capabilities that extend beyond Tomahawk and toward the vision of a common land attack warfare system. Session 2 entitled "Enabling Communications", discussed the capabilities to facilitate interchange of land attack information to and from combatants, and Session 3 entitled "Integration Approaches" provided approaches to integrating the mix of legacy and new weapons control systems on surface and submarine combatants. The final session, entitled "Operator Aids" addressed the need to increase efficiency while decreasing the operator's workload.

Upon completion of the conference CAPT Rix White, USN, the Intelligence Officer for the Office of Naval Research (ONR) commented that "the breadth of the technology day provided great insight into key areas at ONR. The Extended Littoral Battlespace ACTD (Advanced Concepts Technology Demonstration) requires secure communications networking among ships, relay aircraft and beach deployed units in a 200nm x 100nm land –sea AOR (Area of Responsibility) for tactical locational/intelligence information, chat, video, and collaborative planning. Advance human engineering for watch-standers using Global Command and Control System (Common Operational Picture and Integrated Imagery and Intelligence), C4I (Command, Control, Communications, Computers and Intelligence), AEGIS, TADILS (Tactical Data Links), PTW (Precision Targeting Workstation), JSIPS-N(Joint Services Imagery Processing System-Navy), etc, are all enormously important.

DD-21 related presentations were also directly pertinent to ongoing ONR Code 45 activities. Just as the first plastic ski boots looked like plastic versions of leather boots—our current networked systems, work much like our manual and semi-automated procedures of the past and now with internetworking, we must move forward employing human engineered procedures in watchstanding—this would seem to require less emphasis on electronic technology, and greater focus on human engineering technology and visualization.

CAPT Kathleen Lyman, PMA-282, addresses the audience at the 2nd annual Weapons Control Systems Technology Day.

The last presentations were well received and the task management approach was excellent, as was the human factors analysis. All were germane to afloat information sharing and forward deployed JTF (Joint Task Force) watchstanding. To the great credit of PMA-282, aspects of communications, networking, and human engineering were all covered in the conference."

According to CAPT Kathleen Lyman, USN, PMA 282, who provided the opening remarks at the conference, a significant challenge to achieving the vision of network centric warfare in the land attack environment is our ability to accurately and consistently provide critical information to the weapon system operator to facilitate her or his support of the warfighter ashore. To effectively put "ordnance on target" we must improve the operator interface to the computer while reducing operator workload. PMA-282's focus for the future is to meet this challenge using the "best value" technology approach.

EDs Pitch Community at NNOA Conference

By CAPT Keith O. Lyles (SSP) and CAPT Pam Thrower-LeSesne (Puget Sound NSYD)

The National Naval Officers Association (NNOA) held its 28th Annual National Training Conference 2-5 August 2000 at the Naval Amphibious Base in Coronado, California. This year's theme was "NNOA: Developing Leaders for the New Millennium." The Annual Conference included educational and professional development workshops, seminars and exhibits, all of which are designed to enhance the professional knowledge of attendees while increasing overall awareness of issues affecting the Sea Services.

NNOA is open to all active duty, reserves and retired officers of the Navy, Marine Corps, Coast Guard, Merchant Marines, NOAA and interested civilians. The major goals of NNOA are: (1) supporting the sea services, (2) increasing retention, career development and mentoring of all officers, (3) increasing the minority community's awareness of opportunities in the Sea Services and (4) maintaining a positive image of the Sea Service through community service (i.e. Partnership in Education and Assault of Illiteracy Programs).

This was a prime opportunity for the Engineering Duty Community to focus on recruitment of active duty junior officers and to highlight the Communities support and function to the Navy. Four Engineering Duty (ED) Officers represented the community at this year's conference. In attendance were Captain Keith O. Lyles, Deputy Technical Director, Strategic Systems Program, Captain Pamela E. "Pam" Thrower-LeSesne, then Maintenance Officer at Commander Naval Surface Group Pacific Northwest, Lieutenant Commander Todd A. Mayfield, TAKR Assistant Project Officer at SUPSHIP New Orleans and Lieutenant Commander Dennis E. Florence, Carrier Type Desk Officer at Norfolk Naval Shipyard.

Captain Lyles presented the ED Community Brief to attendees with the intent of recruitment to interested surface, submarine and aviation warfare qualified officers. Captain Thrower-LeSesne provided information on this year's requirements for officer transfer/redesignation submission. Eighty projected quotas are assigned to the Engineering Duty Community for the next two Lateral Transfer/Redesignation Boards and the heat is on to get qualified interested officers to either apply or consider in the future, their potential in the ED Officer Community. For many, this was the first introduction to the Engineering Duty Officer Community on a large scale. Core competencies, career paths and subspecialties were detailed. "Where In The World Are EDs Serving" was highlighted. The questions and answers period following the presentation indicated that there are many truly qualified individuals out there that are being sought after from other programs such as Nuclear College Program. Another hurdle in convincing qualified officers to transfer to the Engineering Duty Officer Community will be the Surface Warfare Officers incentive bonus.

Many Senior Flag Officers of the Sea Services attended this year's conference. Admiral James M. Loy, USCG, Commandant of the United States Coast Guard, was the featured Speaker. NNOA is an invaluable partner of the Sea Services in the achievement of their recruitment, retention and readiness goals. They are dedicated to achieving a diversified workforce. Those interested in learning more about NNOA can access their website at www.nnoa-national.org.

Above: CAPT Keith Lyles presents the ED Community Brief at NNOA's 28th Annual National Training Conference. (Photo by CAPT Pam Thrower-LeSesne)

SUPSHIP San Diego EDs Leading the Charge

By LT Allan R. Walters, SUPSHIP San Diego

Are you looking for a challenging and rewarding tour where you can make direct impact to the fleet? Then assignment to the Supervisor of Shipbuilding, Conversion and Repair (SUPSHIP) San Diego is the job for you. There are 12 Engineering Duty (ED) Officers involved in activities focused primarily on the execution and planning of New Construction and Fleet Maintenance work. Located in sunny San Diego, California, SUPSHIP San Diego performs a diverse set of functions - Keeping America's Navy #1 in the World. SUPSHIP San Diego is the repair organization of choice for the South West Regional Maintenance Center (SWRMC), acting as the Naval Supervising Activity (NSA) for availabilities ranging from conventional Aircraft Carrier SRAs to AEGIS Cruiser COHs.

LCDR Ron Cook, SUPSHIP San Diego Project Manager for the USS PELELIU (LHA-5) Complex Overhaul (COH), just completed a successful Sea Trial on 8 September. A project of this size, encompassing over 170K mandays and $120M in repair work, would have nominally taken 10 months, but PELELIU completed in only seven months and at budgeted cost. This success can be attributed to the use of a Cost Plus Award Fee Contract and strong teaming relationships between National Steel and Shipbuilding Company (NASSCO) and it subcontractors. The use of the Cost Plus contract was key to allowing seamless integration, support and drawing assistance from the contractor where required. The PELELIU COH was the largest most dynamic overhaul ever conducted in the San Diego Basin. In addition to the complex NASSCO work package, Alteration Installation Team (AIT) work totaling over $75M was completed with SUPSHIP San Diego oversight and installation support from NASSCO. According to LCDR Cook, "The key to the success of this overhaul was the outstanding line of communication between all parties. As we encountered the many obstacles during this overhaul, the professionalism and drive of the maintenance community overcame each and everyone to deliver a product that we are all very proud of. Bottom line, we got a mighty big bang for our buck."

In addition to waterfront maintenance, SUPSHIP San Diego EDs work closely with NASSCO, one of the major shipbuilders in the United States and the only surviving full service New Construction and Repair yard on the West Coast. SUPSHIP San Diego is currently overseeing the building of eight large, medium speed, roll-on/roll off (LMSR) cargo ships for the $1.5B Strategic Sealift Program. Of the previous five LMSRs that have been delivered by NASSCO, each has been under target cost and ahead of contract schedule — by a combined total of 21 months. A notable success for the LMSR program has been the advent of Integrated Trials. This trial evolution combines Acceptance Trials, Final Contract Trials, and Builder's Sea Trials. SUPSHIP San Diego and NASSCO develop detailed trial schedules, risk management plans, and successfully demonstrate an integrated plan to the Program Manager and INSURV.

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Top: LCDR Ron Cook (center) inspects newly installed non-skid with NASSCO contractor and Ship's Force onboard USS PELELIU (LHA 5). Middle: LT Allan Walters (right), CVN Project Officer, prepares for USS JOHN C. STENNIS (CVN 74) FY01 PIA. Bottom: LT Art Koral at the the stern of ex-USNS SODERMAN, a major conversion project being administered by the SUPSHIP New Construction Office. (Photos courtesy of SUPSHIP San Diego)

Ship Repair in the Pacific Northwest

By CDR Peter E. "Pete" Schupp, SUPSHIP Puget Sound

Private sector ship maintenance and repair in the Pacific Northwest is booming! After recently reporting to SUPSHIP Puget Sound (SSPS), I was impressed at the large and diverse workload this surprisingly small organization manages. With only 96 personnel (11 military and 85 civilian), SSPS serves funding customers that include NAVSEA, NAVAIR, CINCPACFLT, COMNAVAIRPAC, COMNAVSURFPAC, COMNAVSURFGRU PACNORWEST, Commander, Naval Region Northwest (COMNAVREGNW), MANCHESTER Fuel Depot, and Naval Undersea Warfare Center (NUWC) Keyport. Puget Sound Naval Shipyard (PSNS) is also one of our funding customers because of the ship work that is brokered to the private sector through SSPS.

Geographic Challenge

Working in the Pacific Northwest requires our workforce to be distributed over a relatively large and diverse geographic area surrounding the Puget Sound. Our area of responsibility includes ship repair work at Naval Station Everett, CNO availabilities at contractor facilities in downtown Seattle, repair work and CNO availabilities at PSNS and Naval Station Bremerton, and non-traditional work as far north as Whidbey Island Naval Air Station, and as far south as Portland, Oregon. Our principal suppliers are 18 contractors who hold Master Ship Repair (MSR) or Agreements for Boat Repair (ABR) contracts under SSPS cognizance and five certified contractors from outside our region who regularly compete for work in the Pacific Northwest.

To meet the unique challenges posed by the Puget Sound, SSPS has established permanent Project Management Teams (PMTs) at three locations, Naval Station Everett, contractor facilities near downtown Seattle, and Puget Sound Naval Shipyard. Additionally, regional service craft are managed jointly by the PMTs and availability managers stationed at SSPS headquarters in downtown Everett, Washington. Each PMT is manned with personnel with expertise spanning the major functional areas such as management, contracting, engineering, quality assurance and logistics support. All of our PMTs are headed by a military Project Officer and a civilian Project Manager with final line authority for budget and schedule performance of assigned projects.

Project Work in the Pacific Northwest

Our customers provide a variety of work challenges that can be divided into two major categories. Commissioned ships consist of CVNs, AOEs, DDs, FFGs, and even a United States Coast Guard Ice Breaker, while non-commissioned ships consist of district craft, caissons, and miscellaneous vessels. In fiscal year 2002 SSPS will be given the opportunity to care for some of the newest Arleigh Burke class DDGs when they are homeported in Everett. Projects currently in execution or recently completed by SUPSHIP Pug-Sound include:

-- PSA II on USCGC Healy (WAGB 20)
-- Overhaul of PSNS drydock number six caisson

(Left to right): LCDR Brian Ellis, USCG, Mr. Stu Allen (SSPS) and LCDR Julie Chalfant (SSPS) discuss upcoming work for USCGC Healy (WAGB-20). (Photo courtesy of SUPSHIP Puget Sound)

-- DSRA on USS David R. Ray (DD 971)
-- SRO on USS Ford (FFG 54)
-- PIA on USS Carl Vinson (CVN 70)
-- DSRA on USS Rainier (AOE 7)
-- Emergent voyage repairs on USS Salvor (ARS 52) main propulsion engines
-- Overhaul of NAVAIR Survival Training Facilities at Whidbey Island.

Innovative Work Techniques

With customer requirements

See ***Ship Repair,*** page 29

Above: USCGC Healy (WAGB 20) during recent icebreaking operations.

INSURV Inspectors Continue Tradition

CDR Andre Maraoui, Board of Inspection and Survey

As the oldest inspection team in the Navy, the Board of Inspection and Survey (INSURV) was originally established by Congress in 1868 under Admiral David Farragut. On August 5, 1882, Congress enacted legislation which established the Board of Inspection and Survey under statutory authority. The Board has been operating continuously under this authority (current reference is U.S. Code, Title 10, para. 7304) since that date.

As might be imagined, over the last 130 years INSURV has been reorganized, relocated, upsized and downsized to fit the needs of the Navy. Today, INSURV consists of seven different entities located in three geographical locations. Engineering Duty Officers fill about 30% of the billets. The Boards and EDs are distributed as follows:

In Norfolk, at the Naval Amphibious Base:

-- **President, Board of Inspection and Survey:** Commanded by RADM William R. Schmidt. The Admiral and his staff compile statistical information regarding recurring or significant acquisition or maintenance deficiencies identified by all the Boards and report such findings to the Chief of Naval Operations. There is one ED assigned to the President's Staff as Deputy (CAPT Jim Hunn).

-- **Submarine Board:** Conducts Material Inspections of all commissioned submarines and patrol craft and acceptance inspections of new construction submarines. The Board has two EDs (2 LCDRs).

-- **Surface Trials Board:** Conducts inspections of new construction surface ships including Acceptance Trials, Combined Trials and Final Contract Trials. The Board has four EDs (1 CAPT/2 CDRs/1 LCDR).

-- **Board of Inspection and Survey Atlantic (INSURVLANT):** Conducts Material Inspections and Surveys of all commissioned surface ships on the East Coast. The Board has four EDs (1 CAPT/1 CDR/2 LCDRs) .

-- **NAVOSH and Environmental Protection (NEP) Board:** Established in July '99, this Board conducts NAVOSH and Environmental Protection Inspections of afloat naval vessels. No EDs.

In San Diego, the **Board of Inspection and Survey Pacific (INSURVPAC)** conducts Material Inspections and Surveys of all commissioned surface ships on the West Coast. INSURVPAC has three Engineering Duty Officers (1 CAPT/2 LCDRs).

In Patuxent River, MD., the **Aviation Board of Inspection and Survey** monitors major aircraft weapon system acquisition programs. No EDs.

The mission of INSURV has remained relatively unchanged over the last century. The original mission of the Board was "to ensure Navy ships are properly equipped for prompt, reliable, sustained combat operations at sea." Today, the mission although multi-faceted, basically states that "INSURV will conduct material inspections of all Naval Ships for the purposes of determining and reporting upon a ship's fitness for further service and material conditions, which limit her ability to carry out assigned missions."

LCDR Gildersleeve inspecting an SSTG. (Photo courtesy of INSURV)

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INSURV inspectors aboard the USS Enterprise MI inspection, Aug 00. (1st row left to right): CDR Bourassa, LCDR Lambley, LCDR James, LCDR Albert. (2nd row l-r): CAPT Burna, CDR Maraoui, CDR Spooner, LCDR Plath, CAPT(S) Barbour, CAPT Landauer (Reservist). (Photo courtesy of INSURV)

NAVSEA Crane – Best Kept Secret in the ED Community

By Noell Mosca, NAVSURWARCEN Crane Public Affairs

You probably did not know that there are four EDs working to support the Fleet from the Heartland of America. CAPT T. Scott Wetter, Commanding Officer, CDR Dave Beckett, CDR Deke Lamade and LT Chris Hand are stationed at the Crane Division of the Naval Surface Warfare Center in the middle of Southern Indiana.

History of Excellence

Commissioned in 1941 as Naval Ammunition Depot, Burns City, Crane has evolved over the years into a recognized leader in a variety of highly technical product lines, and in the management and application of commercial technologies. Crane is a modern organization whose personnel are involved in projects supporting virtually every ship, submarine, and aircraft fielded by the United States Navy. The confluence of outstanding expertise, state-of-the-art equipment, remarkable work ethic, and excellent facilities found at the Division establish Crane as a leader in the acquisition and support of military systems.

Capabilities

Crane's Core Equities are in three product areas; **Ordnance**, **Electronics**, and **Electronic Warfare**. Within these three product areas our specialized knowledge and skills cover the acquisition life cycle from development through Fleet support and disposal in the following technology areas:

- Air and Surface Electronic Warfare Systems
- Microelectronic Technology
- Electronic Module Test and Repair
- Microwave Components
- Electrochemical Power Systems
- Acoustic Sensors
- Small Arms
- Conventional Ammunition
- Pyrotechnics
- Shipboard Physical Security
- Night Vision/Electro-Optics
- Radar Engineering
- Chem/Bio Detection Systems

Examples of technology areas:

- Electronic Warfare Systems:
Crane provides comprehensive engineering, logistics and maintenance/repair support for EA-6B aircraft systems such as the ALQ-99 Airborne Countermeasures System, and surface ship systems such as the SLQ-32 Shipboard Countermeasures System. Specialized repair and test capabilities allow effective and efficient support to Electronic Warfare Systems for the Navy, Marine Corps, and Air Force.

- Microelectronic Technology:
Crane has some of the most comprehensive failure analysis and material analysis facilities in the world. An example would include a scanning auger microprobe capable of determining surface composition and elemental distribution in solid materials containing elements with an atomic number greater than three in concentration greater than one percent. This capability is used for electronic and ordnance component construction process and failure analysis.

- Electrochemical Power Systems:
The Division provides design, acquisition, test, evaluation, surveillance, standardization, and system safety support for all types of Electrochemical Power Systems, including primary, rechargeable, and reserve batteries. The Division also provides support for test and evaluation of related equipment, including chargers, inverters, and discharge units.

- Small Arms:
The Division provides design, development, acquisition, test, and evaluation of small arms, weapons, night vision devices, laser range finders, laser markers, and individual combat equipment in support of special operations forces. Crane facilities are used to support in-house development and overhaul programs of small arms and night vision devices. These comprehensive facilities, combined with in-depth engineering and technical expertise in the same location, make Crane a world-class weapons engineering resource.

Partnering with Industry and Academia

NSWC Crane is teaming with Mid America Plastic Partners (MAPP), CINergy, IPC, Betc (Battery Evaluation and Test Center)/AdvanceTek, EG&G, and TASC to research and develop emerging high-tech dual-use technologies. Crane has also entered into Education Agree-

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Above: (l-r) LT Chris Hand and CDR Dave Beckett observe a Cross Field Amplifier test stand. The Cross Field Amplifier is used in the AEGIS Combat System. (Photo courtesy of NSWCD Crane)

PMOSSP Sunnyvale Meeting the Challenge

By LCDR Johnny R. Wolfe, Jr., PMOSSP, Sunnyvale

Program Management Office Strategic Systems Programs (PMOSSP), Sunnyvale, CA is responsible for program management in the field. The command provides onsite development, coordination and maintenance of the Fleet Ballistic Missile (FBM) program for the Director of Strategic Systems Programs (DIRSSP). PMO, Sunnyvale is co-located with SSP's prime missile contractor, Lockheed Martin Space System Company (LMSSC) and the Launcher prime contractor, Northrop Grumman Marine Systems (NGMS). The government-contractor team concept, facilitated by co-location, has been the SSP philosophy from the program's beginning over 40 years ago. The command provides technical and administrative support to ensure conformance to assigned contracts through all phases of the program. In addition the activity is responsible for configuration management, qualification, integrated test, and other engineering management processes applicable to the missile, launcher, and reentry body subsystems. A detachment (DET) of PMOSSP, Sunnyvale is located in Magna, UT.

The command consists of approximately 118 military and civilians. EDs at PMO, Sunnyvale assume a variety of jobs ranging from the Commanding Officer, CDR Doug White, down to Section Heads, LCDR Ken Pollock and LCDR Jim Melvin. An additional ED billet, filled by LCDR Jon Walters, is assigned to Defense Contract Management Agency which provides the contract administration requirements for the FBM system. There are many challenges and rewards that an ED at PMO, Sunnyvale confronts. The remainder of this article will discuss some of those challenges and successes.

Missile Systems

Restarting production of a missile subsystem for an already deployed missile is a challenge in itself, but add the additional goals of updating the systems with current technologies and producing the systems at a quarter of the original cost and you have a formidable task. EDs at PMOSSP, Sunnyvale face just this task.

Production on the Trident D5 Test Missile Kit (TMK) was completed in the early '90s. With additional flight tests expected due to the extension of the D5 missile life, it is time to start producing new test equipment. The SSP team is taking advantage of advances in technology in an attempt to design and produce a TMK that will be both reliable and meet the quarter cost goal of the existing system.

One of the philosophies being adopted is the addition of Commercial -off-the-Shelf (COTS) technologies into the TMK. This concept results in some very difficult flight qualification testing, product acceptance testing and configuration management processes that the Government-Contractor FBM team has not experienced. EDs are working closely with these teams to ensure that the follow-on TMK meets all of it's requirements. Through new and innovative thinking, the FBM team is making great strides towards completing the new design that will ensure future TMK success is as high as it is today.

Reentry Systems

Building a nuclear weapon reentry body assembly (RBA) to last 20 years is quite a task. Extending that RBA for an additional 30 years is a real challenge. This task confronts EDs at PMO, Sunnyvale. Within the next few years, the MK4 RBAs carried on the Trident II (D5) submarine launched ballistic missile will reach their original

See ***Challenge,*** page 23

Top: (l-r) LCDR Ken Pollock and LCDR Gary Sweany review Technical Plans for completeness. Bottom: LCDR Vaidyanathan Studies Computer Generated Models used to Enhance the FBM Program. (Photos courtesy of PMOSSP Sunnyvale)

Challenge

Continued from page 22

20-year service life. A coordinated effort between the Department of Defense (DOD) and Department of Energy (DOE) is underway to extend the life of the MK4 RBA; this program is known as the MK4A refurbishment. Some of the requirements for the MK4A program are to maintain MK4 reliability and effectiveness, improve nuclear surety, and maintain current MK4 dimensions and interfaces while minimizing the cost to implement.

SSP EDs are involved in aging evaluations and tradeoff studies to determine which components need to be replaced and which can be reused. Preliminary studies show that the nuclear warhead, fusing components and the heatshield that protects the RBA will need to be replaced while the RBA substrate frame may be able to be reused. Also, EDs will coordinate the complex flow of hardware across the nation between DOD and DOE facilities before eventually delivering deployable MK4A RBAs to the fleet of Ohio Class SSBNs.

Launcher Systems

A team of Navy engineers and logisticians, led by LCDR Rajan Vaidyanathan, is currently finishing production of the D5 launch system and Trident II Launcher support equipment to support the Backfit operations on two Trident I boats. When completed, 48 launch tubes will have been produced over a period of 44 months.

Restarting production after a gap of more than five years was a daunting task for the Government-Contractor team. A major supplier re-qualification effort was undertaken for critical items, and a qualification launch tube was manufactured before starting tactical production. The effort paid off. The launch tubes produced by the Backfit production team today meet the stringent quality and tolerance criteria developed during the original Trident II production, and are being produced ahead of schedule within budget constraints.

This is a prime example of the Navy-Contractor team rising to the challenges of today and the future: to produce a quality product that meets or exceeds expectations, and to be continuously looking at processes for possible improvements in quality and efficiency.

(Left to right): Mr. Arkie Wilhite (Lockheed Martin Contractor), LCDR Gary Sweany and LCDR Jim Melvin reviewing Third Stage Rocett Motor characteristics. (Photo courtesy of PMOSSP Sunnyvale)

Magna Detachment

LCDR Gary Sweany, OIC, heads a team of 18 civil service employees who oversee Trident II (D5) rocket motor production/transportation for the Trident II submarines and Trident I rocket motor transportation and disposal.

The mission of the Magna DET is to serve as technical field experts for SSP by providing life-cycle support for FBM rocket motors. Currently, all three rocket motor stages of the D5 missile are manufactured at Magna and then shipped to the Trident Strategic Weapons Facility in Kings Bay, GA.

The biggest challenge facing the OIC is to maintain business with critical suppliers. As rocket motor production rates decrease, profitability of motor materials is also reduced. Several suppliers have discontinued production of critical materials, resulting in a requalification of many new suppliers. A challenging task for all involved. With the Trident submarine hull life being extended to 42 years, a monumental task ahead is ensuring critical propellant suppliers will be able to meet the program needs for future missile production.

Launch tubes at Bangor, WA awaiting installation. (Photo courtesy of PMOSSP Sunnyvale)

NEDU – Over Our Heads in Hot Water!

By CDR Erik N. Christensen, C.O., Navy Experimental Diving Unit, Panama City

Would you consider remaining completely submerged in a Jacuzzi for four hours while riding a stationary bicycle? That is exactly what we are doing at the Navy Experimental Diving Unit (NEDU) in Panama City, FL.

NEDU is the world's premiere research and development, test and evaluation (RDT&E) facility for diving equipment and procedures. We test and evaluate diving, hyperbaric and other life support systems and procedures, and conduct research and development in biomedical and environmental physiology. Based upon this, we provide technical recommendations to NAVSEA in support of operational requirements to help keep America's Navy #1 in the world.

Supporting Navy divers in the Arabian Gulf is a primary area of our current focus. We are developing guidelines for SEAL, EOD and ship husbandry divers working in hot water (up to 99 deg F). To support this, our divers must ride stationary bikes underwater (to simulate swimming at a moderate pace) while breathing on a rebreather (to scrub out expired carbon dioxide and inject pure oxygen) for up to four hours or until body core temperature rises above 104 deg F. Divers are instrumented with portable EKG heart monitors and temperature probes while being continuously observed by our medical staff. They typically will lose 5 to 10% of body weight during each of these strenuous dives. We recently provided the fleet with operational guidelines for diving in hot water while wearing swim trunks (AIG 239 - Diving Advisory 00-08) and are currently evaluating safe operational limits when diving in skin suits and dry suits (for contaminated water diving). One thing is for certain - this is much different than sitting in a Jacuzzi with a cool drink in your hand!

We recently developed accelerated decompression procedures for the evacuation of survivors from a disabled pressurized submarine. If the internal pressure of a sunken submarine rises due to flooding, rupture of compressed air lines or exhaust from EBAs, survivors cannot be brought directly to the surface due to the possibility of decompression sickness (or the "bends"). This three-year study involved 24 trials of eight divers each in which we conducted experimental accelerated decompression procedures by breathing pure oxygen following a 72-hour shallow saturation dive. We were able to reduce the decompression time by 67%. The guidance that we developed will be used on future Submarine Rescue Diving and Recompression System (SRDRS) operations. When the Royal Navy recently mobilized to support the Russian submarine KURSK tragedy, they requested our accelerated decompression procedures in case any survivors were encountered.

There are two billets at NEDU for Engineering Duty Officers – the Commanding Officer (an O5) and the Senior Projects Officer (an O4). If you are a Navy diver and want a challenging and rewarding job, which offers the unique opportunity to personally participate in shaping the future of Navy and all DoD diving, this is the command for you.

Above: BM1 Strawn is preparing for an instrumented experimental dive in 99-degree F water. (Photo courtesy of NEDU)

Above: CDR Christensen, CO NEDU, on a MK 18 Escape Breathing Apparatus (EBA) during a 72-hour saturation dive to develop emergency decompression schedules. (Photo courtesy of NEDU)

USNA Engineering Dept. Implements New Initiatives

By CAPT William R. "Rick" Rubel, Dir. of Engineering, U.S. Naval Academy

The challenge of Teaching our future Naval Officers and future EDs Engineering is a dynamic cycle of watching the Freshmen arrive, naive and unsure of themselves, and graduate 4 years later well-educated, confident, and ready to take on the Fleet. We have been fortunate the past two years to select 6-8 excellent ED options from the Midshipmen going into the Surface Warfare Community. Since this is a "pre-selection" into the community, our standards are high in both academic qualifications and motivation to be an ED after their warfare qualification. We track these great officers through their first tour and assure that the community does not forget about them as they come up on their option.

Since I have been here, I have heavily stressed Midshipmen Engineering Design projects. I see the Engineering Design Projects as a culmination and a Capstone to the Engineering education. To be able to take their Engineering knowledge and solve a real world problem, by calculating, designing, building, testing and proving the design is what undergraduate Engineering education is all about. Then to take that project and compete nationally against other Universities allows the students to see alternative solutions to the project. Since we are not funded for this, I have obtained private donation funds for these projects, and many Alumni are willing to personally and corporately contribute to the Design Projects. Last year, 8 Midshipmen built an SAE formula car from the ground up. They built the entire car, and then took it to Detroit and raced it in National competition. Those students learned a lot about Mechanical Engineering. We also built and entered competitions in Robotics, Autonomous Underwater Vehicles, as well as Naval Architecture designs briefed to the industry Shipbuilders.

Above: Midshipmen Engineering Design Project (Photo courtesy of USNA)

We have completed a major revision of the Technical Core (taught to all students) where we will introduce a new course in Information Technology. Up to now, we did not teach any IT in the core. This course will include: digital communications, computer connectivity, networking, topology, queuing theory, and satellite operations. I think this course will significantly improve the preparation of our graduates for the Fleet.

We have recently been given operational control of an live satellite in space, that students can work with. This puts our Astronautics Curriculum beyond any in the country.

We are also starting a program next semester called "Engineering in the Fleet". We will take a group of 50 students at a time in groups of 10 and give them an "Engineering" tour of a combatant ship in the harbor at Annapolis. This tour will specifically point out the engineering theories and principles we are teaching them in the class room. (e.g. you studied venturi effect, here's an eductor). The tour will be conducted by the Engineering Officer faculty, many of them EDs. We will include the principles of combat systems and weapons systems.

Finally, in an initiative to show the Midshipmen the future of Engineering in the Navy, I have started a Distinguished Lecture Series entitled "U.S. Navy: Engineering to the Future". This is a monthly lecture series where I bring in Flag Officers and Leaders in Industry to tell the Midshipmen where we are going in Engineering. This has been very successful and has captured the imagination of the Midshipmen about the future of Engineering. Last years' speakers included VADM Nanos, RADM Yount, RADM Stiedle, RADM Young, RADM Carnevale, RADM Gauss, and Mr. North (Editor-in-Chief of Aviation Week & Space Technology).

We recently received recognition from "U.S. News and World Report" where they ranked the U.S. Naval Academy Engineering Programs #4 in the country among all Universities without PhD programs.

If any of you are in the Annapolis Area, I would be pleased to show you our labs, design projects, and our Trident scholars. My phone is (410) 293-6311,
E-mail rubel@usna.edu

Nanos

Continued from page 3

study of NAVSEA corporate strategy that we commissioned the RAND Corporation to do and its implications. We will continue to monitor our Critical Few initiatives, validate the corporate balanced scorecard, and issue business-planning guidance for the next fiscal year. We expect it to be a busy forum and an important exchange of ideas among the NAVSEA corporate leadership. The goal is to make sure that everybody gets to take part in the Forum—which is the way to a successful Forum.

So, we've got a lot of good things going on at NAVSEA right now, a lot of super people on our team. It's a great time to be here and I'm proud to be the ED in charge!

Transition

Continued from page 9

maintenance and modernization of the Pearl Harbor homeported fleet. The board includes officer membership from all stakeholders and customers. Additionally, Fleet Maintenance Activity project teams are physically co-located with their respective operating force maintenance staffs, creating a partnership from the old "customers and supplier" relationship.

Using FY97 as the baseline, Naval Audit Service and GAO used FY99 performance as the evaluation period for the Pilot. The FY99 metrics show the Pilot met expectations in cost-per-unit output and production efficiency/resource utilization. Normalized Maintenance Actions Completed were within 1.85% of expectation, while Material Readiness of the Pearl Harbor based ships met its goals. Customer service met expectations and quality was maintained (including a small number of CASREPs), meaning customers remain satisfied with the newly streamlined organization. The Schedule Integrity improved, while the Earned Value was virtually unchanged.

The results of the test plan metrics substantiated that quantitative expectations of the Pilot have been successfully achieved. Unit costs have decreased, while the amount of maintenance performed has increased. In the eyes of the customer and the worker, the transition took place with minimum personnel, production output and operational disruption.

As the Pilot Program nears its completion, a combined Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility continues to complete ship maintenance, while maintaining customer responsiveness and Fleet Readiness.

The concept is considered to be viable and an effective element of the Navy's Regional Maintenance Plan. Perhaps the success is best summarized by CINCPACFLT, who said, "The Pilot has significantly improved the ability and flexibility to efficiently manage the total maintenance resources available to respond to changing workloads and priorities."

Home

Continued from page 10

As little as 3 years ago, ships were crossing the 53 million square mile AOR en route to the Gulf, bypassing all port calls. The pendulum is swinging back again. Whether the ships stop in Hong Kong, China; Pattaya Beach, Thailand; Bali, Indonesia; or Sydney, Australia, we have a mechanism in place to get maintenance accomplished. Contractors in host nations are extremely responsive and capable of supporting U.S. standards in repair. We rely on FTSCPAC (or SPAWAR) to take the lead on most electronics issues and several mechanical ones. We send a fly away team from one of the Navy's only remaining tenders (FRANK CABLE) to perform emergent repairs unique to the Navy, such as Level 1 welding. Most work is accomplished in a very limited period of time yet the scope of repair capability is limitless. From pump overhauls, to motor rewinds, to groundbreaking repairs on APU systems, it is available in some form in WESTPAC.

This is one stop shopping for emergent work at its best. Whether waterborne repairs under the direction of the SEVENTH FLEET Diving and Salvage officer (ED LCDR Rick Thiel assigned to CLWP staff); CASREP assistance provided by FTSCPAC Detachments Singapore and Japan, or pump overhauls performed by a host nation contractor, service to the fleet is supreme. In the last year alone, 3 gas turbine change outs have been performed under the watchful eyes of FTSCPAC, something that has never been done in theater (outside Japan) before. This year, Puget Sound Naval Shipyard will conduct an inclining experiment on USS SAFEGUARD (ARS 50) in Singapore. (SAFEGUARD is homeported in Sasebo and deployed as part of an annual theater exercise.) Two sites were added to the MARAV list. Next year, the Singaporeans will open a new naval base that will be capable of taking a U.S. carrier along side. This will provide a capability not seen in many places outside the U.S.

EDs are there where the fleet is, keeping it afloat. As always.

"Newbie"

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During World War II this shipyard was one of the largest shipbuilding and repair sites of the Imperial Japanese Navy, employing over 40,000 people and building more than 100 combatant ships. The shipyard was turned over to U.S. forces following the war as part of the terms of the peace treaty. On 28 April 1947, the facility became known as the "Ship Repair Department" of Fleet Activities Yokosuka with an Officer-in-Charge and a staff of 75 U.S. Navy personnel and 576 former Japanese Imperial Navy employees. In August 1951, SRF Yokosuka, Japan was established as a separate command.

Including our detachment in Sasebo, SRF today employs about 1,950 full-time Japanese Nationals and 145 U.S military and civilian members, including 17 EDs. Equipped with capabilities similar to a U.S. Naval public shipyard, SRF Yokosuka performs the full range of multi-level maintenance and modernization on the 18 forward-deployed combatants and all visiting ships and submarines of the U.S. Seventh Fleet. These forward deployed assets include the aircraft carrier USS KITTY HAWK (CV-63), the Seventh Fleet Flagship USS BLUE RIDGE (LCC-19), USS ESSEX (LHD-2), three CGs, two DDGs, two DDs, one LPD, two LSDs, two FFGs, two MCMs, and one ARS.

It's a bit ironic that the most recent ship to arrive in Yokosuka is USS COWPENS (CG-63). I have been chosen to break in the "Mighty Moo" at SRF as her Ship Superintendent while I myself become broken in. What's more, almost seven years ago I was the JORG Ensign onboard the very same ship, so I have the privilege of serving both my SWO qualification tour and my ED qualification tour on the same ship!

I have learned that the United States-Japanese partnership is probably the most unique aspect of SRF Yokosuka. This teaming of U.S. and Japanese personnel, combined with our implementation of the Ship Maintenance Project Team concept, has been key to our highly successful accomplishment of over one million man-days of maintenance and modernization in the past 3 years. The collocation or close proximity of TYCOM, SRF, FISC, SPAWAR, and FTSCPAC serves as a model for other regions and greatly facilitated communication and cooperation in the successful completion of 25 SRAs, 10 dockings, over 250 shipalts, and thousands of continuous maintenance jobs over this period of time.

At my level, working alongside Takamura-san, the Japanese Ship Superintendent for USS COWPENS, it is both personally and professionally rewarding. In my several months of assignment, there have been several occasions that tested our dedication to supporting COWPENS' battle-ready status. These were the kind of situations in which I would expect complete loyalty only from an American. I was wrong. As I watched my partner execute our aggressive plan, I was surprised to see that the ship's priorities were his priorities, their problems were his problems, and their deadlines were his deadlines. It is truly a remarkable partnership!

Takamura-san is an expert 18-year veteran at SRF. He teaches me something every day about the nature of this business while in return I can only teach him important (G-rated) shipyard expressions like "Head's Up", "Grease the Skids" and "Show Stopper". I am also interested in learning some Japanese, but I want to know how to say practical things like, "I am lost, please direct me to Yokosuka" or, "Does this have seaweed in it?" We do share a common interest in baseball, so I think he was somewhat impressed with the first six words I could speak in Japanese: Hideo Nomo, Hasato Yoshi and Hideki Irabu (who should have stayed in San Diego!). I have a lot to learn about Japanese culture, but it is fascinating and I am having fun!

I close with my final first impression: the command motto. As with any duty station, it can serve a greater purpose than merely a catchy phrase engraved on a colorful logo. Indeed, it can serve as the standard of professionalism. I have seen their spirit and dedication first hand and can attest to SRF Yokosuka living out their ethos. Pride of workmanship runs deep here, whether it is shaping steel, drawing a weld bead or pushing paper – and we've got a wall full of meritorious unit citations and other commendations to prove it! When it comes to ship repair we say with confidence, "Nan Demo Dekimasu", which means, "We can do anything." Having considered all things both professionally and personally, I am blessed to have accepted these orders to SRF Yokosuka and I can't think of a better place to be the "Newbie".

Now, back to my tech paper …

NMCI

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implementation of ERP (enterprise resource planing) and BPR (business process re-engineering) have been demonstrated by private industry in double digits. These are industries with business processes that hold up to close comparison to USN business processes.

Under the NMCI, DoN IT services will be the full responsibility of commercial industry. The commercial vendor will:

--Deliver end-to-end service based on established service level agreements

--Provide required infrastructure including all local, base and wide area network connectivity, desktop hardware, software and associated peripherals, and all other equipment required to support performance requirements

--Implement security requirements in accordance with defined SLAs and existing DoD guidance. Provide for the integration of SMART card, including employment of the new DoD Public Key Infrastructure (PKI)

--Provide extensive help desk support.

Forward leaning organizations, driven by the mandate to do more with less need a force multiplying methodology to help reinvent the way they operate. The Department's implementation of NMCI will provide that resource and facilitate leveraging scare resources throughout the corporation, will promote group processes, and motivate collaborative relations across DoN where they were previously adversarial. When the intranet is in place and we have turned the keys over to industry, we can then, and only then, focus on improving our ability to carry out our mission areas on multiple fronts without thinking about the impediments of our limited IT infrastructure.

Three (3) Engineering Duty Officers are currently leading the way in this revolution. Space and Naval Warfare Systems Command is led by RADM John Gauss who is one of the original NMCI visionaries and has been tasked with contracting authority for implementation of the network. Captain Bill Bry (PMW 152), Navy Program Manager for NMCI, works directly for the Program Executive Office for Information Technology leading an office headquartered in SPAWAR, San Diego. NMCI will be complete when it is linked to all commands world wide and it is up to CDR Bruce Mathers to lead that effort to implement NMCI in the Outside CONUS (OCONUS) locations.

NMCI brings the Department of the Navy up to parity with private industry's implementation of the state of the IT art and through the use of commercial best practices guarantees that it will stay there.

Charge

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According to CDR Jay Renken, SUPSHIP San Diego Program Manager's Representative, "Combining all trials into one has greatly reduced the cycle time between trials and delivery by eliminating redundant testing and increasing the level of production completion and quality necessary to support the trial."

Many new challenges lay in the year ahead for SUPSHIP. Planning is nearing its final stages for USS DENVER (LPD 9) Docking Phased Maintenance Availability (DPMA) which starts on 27 September. The contract has been awarded to South West Marine (SWM) and will include permanent repair of the Denver's collision damaged bow as part of the existing work package.

Planning is also ongoing for the eight month Extended Drydocking Selected Restricted Availability (EDSRA) for USS MOBILE BAY (CG-53), which will start on 1 November 2000. LCDR Tom Hekman, SUPSHIP San Diego Project Officer, has begun preparations for this extensive availability. This will be the first time that both the All-Electric and Smart Ship alterations will be done in San Diego and the first time that they will both be done together.

SUPSHIP CVN Project Officer LCDR (S) Allan Walters kicked off the early start for USS JOHN C. STENNIS (CVN 74) for the Planned Incremental Availability (PIA) on 5 September. This is only the second time that a CVN PIA has been conducted in San Diego. Puget Sound Naval Shipyard is the NSA for the PIA and will be doing all propulsion work, while Newport News Shipbuilding is managing the topside non-propulsion work. SUPSHIP San Diego is providing oversight for both the topside package and the extensive AIT work. USS JOHN C. STENNIS has been designated as the CVN Demonstration platform and will receive several upgrades including the SMART Carrier installation.

If you want action and responsibility, SUPSHIP San Diego EDs are leading the charge. We focus on both execution and planning of New Construction and Fleet Maintenance work supporting the waterfront. SUPSHIP San Diego is a great place to work with the fleet solving today's and tomorrow's problems. If you're looking for a place where you can help make a difference and learn valuable skills that will help you throughout your career, come see us.

Ship Repair

Continued from page 19

to improve cost performance while maintaining schedule and quality standards on ship repair and maintenance in the Pacific Northwest, SUPSHIP Puget Sound has found it both advantageous and necessary to explore a number of cost and time savings initiatives. Innovative ideas and techniques currently used by our personnel include:

-- Multi-Ship / Multi-Option contracts incorporating a Cost Plus Incentive Fee contract

-- Shared Planning Products

-- Electronic Bid Solicitation / paperless exchange of contract data

A successful tool for improving partnerships with our customers and suppliers, the Multi-Ship/Multi-Option (MS/MO) contract has enabled our suppliers to gain extensive expertise in the ship class under contract. The customer has then been able to realize cost savings due to efficiencies experienced by the contractor(s). Additional time and labor efficiencies have also been realized through the paperless exchange of contract data and the use of the shared planning products.

A Great Place to Live

Bounded by the Cascades on the East and the Olympic mountain range on the West, the Puget Sound area presents fantastic recreational opportunities for those assigned to SSPS. Whether you fancy the cosmopolitan atmosphere of Pike Place market in Seattle, the quiet serenity of a mountain stream, or a visit to historic Victoria, British Colombia, something is certain to interest you. The professional challenges of ship repair and maintenance at SUPSHIP Puget Sound combined with the fantastic environment of the Pacific Northwest ensure a highly satisfying experience for anyone stationed at this command.

Tradition

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INSURV inspections are completed in a one week period and assess the material condition as a "snapshot in time". A typical surface ship inspection will commence on a Monday with an inport day to inspect the material condition and ensure that the vessel is safe to steam and meets minimum plant parameters to get underway. Day two is spent underway to continue material inspection of the vessel and conduct underway demonstrations such as an anchor drop, detect to engage, full power run, and counter measure washdown operation. Day three is "Open & Inspect" day, conducted inport to inspect specified equipment items in Main Propulsion, Damage Control and Combat Systems. On day four, the inspection team compiles their report and formulates the "Quicklook" message of their findings. On day five, the Board out-briefs ship's force and other players such as the Contractor and SUPSHIP in new construction projects.

The operational tempo of each of the Boards varies from year to year depending on the needs of the Navy and the required inspection periodicity.

As an ED at INSURV, you are exposed to every platform and equipment in our arsenal, vastly broadening your overall familiarity with the fleet. You have a great opportunity to focus your skills and hone in on your technical area of expertise. Additionally, the opportunity to work with ship's force personnel and help teach and train young junior officers has been personally and professionally rewarding. For more details on our history, organization, and business practices, or to get more information on a great tour, call or stop by any of our offices, track down our coverall-clad inspectors on the ships, or visit our web page at **www.spawar.navy.mil/fleet/insurv.**

Crane

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ment with Rose-Hulman Institute of Technology, Indiana University, Purdue University, Ball State, and the Naval Post Graduate School to make available our facilities and expertise to the next generation of Engineers, Scientists, and Technicians.

A Good Neighbor

For over 15 years, Crane's School Partnership Program has assisted over 40 southern Indiana schools with math and science education. Assistance provided by Crane personnel includes tutoring, career counseling, tours of Division high-technology work areas, in-class presentations by Crane scientists and engineers, and job shadowing.

Crane has joined with the Indiana Department of Commerce, area chambers of commerce, and various organizations in working to develop and expand the state's economy. These efforts include participation in regional business expos, congressional contracting conferences, and professional organizations' symposia

Well known for it's nearly 100 square miles of gently rolling hills covered by hardwood forests, Crane goes to great lengths to share this bounty with the surrounding communities. Crane's 800-acre Lake Greenwood is open to the public for fishing and boating. The Division offers annual deer and wild turkey hunts, small game trapping, mushroom and ginseng hunts, and fitness events.

NAVSURWARCENDIV CARDEROCK
ED CAPTAINS' SEMINAR
26-27 JULY 2000

1st Row (left to right): CDR Bob Voigt, CDR Lee Bond, CAPT Paul Hill, CDR Dave Lienard, CDR Scott Barbour, CDR Mary Townsend-Manning 2nd Row: CAPT Dudley Berthold, CDR Tim Flynn, CDR Kevin Gannon, CAPT Dan Looney, CDR Pete Buczynski 3rd Row: CDR Dave Krueger, CAPT Valerie Carpenter, CDR Sean Stackley, CDR Joe Fallone, CDR Dan Peters 4th Row: CDR Al Haggerty, CDR Dave Lewis, CDR Mike Gomori, CDR Mark Gilbertson 5th Row: CDR Ron Rahall, CDR Joe Bradley, CDR Chuck Doty, CDR Larry Baun

EDQP COMPLETIONS

- *CDR* Thomas, Mark W.	SUPSHIP Pascagoula
- LCDR Andrew, Allan D.	SUPSHIP Newport News
- LCDR Debus, Steven M.	SUPSHIP New Orleans
- LCDR Frack, Kenneth L. Jr.	SPAWARSYSCEN San Diego
- LCDR Funn, John V.	SUPSHIP Portsmoth
- LCDR King, Quinten M.	SUPSHIP New Orleans
- LCDR Melvin, James E.	SSP
- LCDR Thornell, Mark E.	Norfolk NAVSHIPYD
- LCDR Walters, Jon D.	SSP
- LCDR Zinni, Jerome	NAVSHIPREPFAC Yokosuka
- LT Rigo, Michael J.	SPAWAR Field Activity Chantilly
- LT Christensen, Kathryn	SPAWARSYSCEN San Diego
- LT Starr, Jack A.	Puget Sound NAVSHIPYD

ENGINEERING DUTY OFFICER SCHOOL
2000B-3 Basic Course/2000R-3 Reserve Course
26 Jun - 4 Aug 00/ 26 Jun -7 Jul 00

First Row (l to r): LCDR Marvin Campbell, LCDR Carlos Barbosa, LT Blanca Shaeffer, LCDR Paul Wynn, LTJG Michael Monaghan, LT John Phelan Jr., LT Timothy Haney, CAPT John Exell (CO) Second Row: LCDR Chris Meyer (Course Director), CDR Bob Vince (Staff), CDR Joseph Giaquinto (Staff), LT Peter Prosek, LCDR Zachary Scruton, LT Michael Robison, LT Robert Agnew, LCDR Suzanne Lyon, LT Terry Draper Third Row: LT Matthew Busch, LT John Robinson II, LT Douglas Oglesby, LT Aaron Miller, LT Robert Buckingham, LT John Szatkowski, LT William Carroll, LT Michael Gustafson, LT Peter Ludwig, LCDR Alan Icenhour, Dr. Mary Davidson (Staff)

ENGINEERING DUTY OFFICER SCHOOL
Senior Course 2000S-3
11-22 September 2000

First Row (l to r): CDR Jay Renken, CDR Art Salindong, RADM John A. Gauss (Commander, Space and Naval Warfare Systems Command), CDR Mary Zurowski, CAPT John Exell (CO), CDR Bob Vince (Course Director) Second Row (l to r): LCDR Marvin Campbell (staff), CDR Rod Wester, CDR Greg Hammond, CDR Jeff Turner, CDR Scott Spooner, CDR Joe Konicki, Dr. Mary Davidson (staff), Third Row (l to r): LCDR Chris Meyer (staff), CDR Fred Longnecker

FY-01 SELECTION BOARD RESULTS

LIEUTENANT COMMANDER SELECTEES

ANASTASIO, ONOFRIO A..	S PG MONTEREY	MASON, CHRISTOPHER R.	PH NAVSHIPYD & IMF
ANDERSON, THOMAS J.	SUPSHIP BATH	MCNEAL, WILLIAM B.	NORVA NAVSHIPYD
ANGERHOFER, TODD E.	DIRDIVOFNREACDOE	MOORE, JONATHAN E.	SPAWARSYSCEN SDIEGO
ARRINGTON, JESS W.	FFG 56 SIMPSON	MOTON, CASEY J.	SUPSHIP PASCAGOULA
BARETELA, MICHAEL J.	S PG MONTEREY	OGLESBY, DOUGLAS B.	NORVA NAVSHIPYD
BITTLE, BRADFORD P.	PSND NAVSHIPYD	PAYNE, JOHN C., JR	SPAWARSYSCEN CHASN
BROWN, SCOTT M.	S PG MIT CAMBRIDGE	PETERSON, KEITH A.	S PG MONTEREY
BUSCH, DANNY K.	COMNAVSPACECOM	PHILLIPS, ROBERT D.	SUPSHIP NEWPORT NEWS
COBB, WILLIAM E.	FFG 33 JARRETT	PRICE, DAVID J.	S PG MIT CAMBRIDGE
DAVIS, SCOTT A.	SUPSHIP PORTSMOUTH	RAPHAEL, ROY A.	DISA D6 JIEO
DEMILLE, DAVID	RESUPSHIP INGLESIDE	RECHEL, ALAN A.	S PG MIT CAMBRIDGE
FAIRMAN, RANDALL S.	S PG MIT CAMBRIDGE	RIGO, MICHAEL J.	SPAWAR SPACE FLD ACT
GLOVER, MARK V.	S PG MONTEREY	RYAN, PETER J., JR.	SUPSHIP PASCAGOULA
GRASDOCK, DARLENE K.	NAVAL ACADEMY	SMITH, JAMES R.	PH NAVSHIPYD & IMF
HUCK , HUGH J., III	NORVA NAVSHIPYD	SMITH, TRAVIS R.	FACSFAC DET SDIEGO
HUGHES, TIMOTHY A.	SUPSHIP PASCAGOULA	SPRAGUE, JOHN W.	COMPHIBRON 1
KALOWSKY, JAMES K.	S PG MONTEREY	STARR, JACK A.	PSND NAVSHIPYD
LEARY, MARK A.	PH NAVSHIPYD & IMF	SZATKOWSKI, JOHN J.	PH NAVSHIPYD & IMF
LEGEAR, RUSSELL E.	SUPSHIP PASCAGOULA	WALTERS, ALLAN R.	SUPSHIP SDIEGO
LEHNHARDT, KEITH W.	PTSMH NAVSHIPYD	WHITE, SHAWN E.	RESUPSHIP INGLESIDE
LOBUONO, JOHN A.	S PG MONTEREY	WOERTZ, JEFFREY C.	S PG MIT CAMBRIDGE
MARINO, STEPHEN A.	NORVA NAVSHIPYD	ZIV, MICHAEL	NSWCD CARDEROCK

CHANGES OF COMMAND

DATE	COMMAND	OUTGOING	INCOMING
14 JUL 2000	CO NSWCD INDIAN HEAD	CAPT JOHN S. WALSH	CAPT MARC A. SIEDBAND
21 JUL 2000	OIC SSC PAC YOKOSUKA	LCDR PETER J. REINAGEL	LCDR JAMES P. DOWNEY
08 AUG 2000	OIC PMOSSP DET MAGNA	LCDR ROBERT E. KAUFMAN	LCDR GARY W. SWEANY
18 AUG 2000	CO NORFOLK NAVSHIPYD	CAPT TIMOTHY E. SCHEIB	CAPT MARK A. HUGEL
15 AUG 2000	OIC SOS PTS COLTS NECK	CDR RONALD W. LUBATTI	CDR(S) CHARLES E. BAKER
18 AUG 2000	CO NSWCSHES PHILA	CAPT PHILIP N. JOHNSON	CAPT STEPHEN L. JOSEPH
24 AUG 2000	CO SUPSHIP GROTON	CAPT JOHN S. HEFFRON	CAPT VERRDON H. MASON
15 SEP 2000	OIC SOS SDGO DET PEARL	CDR STANLEY CUNNINGHAM	CDR MARK B. GUTTENDORF
19 SEP 2000	OIC NSWC DET BAYVIEW	CDR DAVID D. PIERCE	CDR(S) DAVID M. FOX
25 SEP 2000	PM PEO EXW (PMS 377)	CAPT THOMAS H. GORSKI	CAPT JAMES R. WILKINS
26 SEP 2000	CO NSWCD CARDEROCK	CAPT JOHN H. PREISEL, JR.	CAPT STEVEN W. PETRI
29 SEP 2000	CO SUPSHIP PASCAGOULA	CAPT HARRY J. RUCKER	CAPT PHILIP N. JOHNSON

CHANGE OF DUTY

RANK	NAME	TO	REPORT DATE
CAPT(S)	BOND, ROBERT E. L.	S INDCOL AFOR WASHDC	AUG 2000
CAPT(S)	BRADLEY, JOSEPH M.	COMSUBPAC PEARL HARBOR	SEP 2000
CAPT(S)	FLYNN, TIMOTHY V.	COMSPAWARSYSCOM	JUL 2000
CAPT	GALIK, DANIEL	DISA D6 JIEO	JUL 2000
CAPT	GODDARD, CHARLES H.	NAVSEA (SEA 00A)	JUL 2000
CAPT	HAMMER, DAVID A.	PEO CV	JUL 2000
CAPT	HEFFRON, JOHN S.	NAVSEA (SEA 05U)	SEP 2000
CAPT	HUGEL, MARK A.	NORFOLK NAVSHIPYD	AUG 2000
CAPT	JOHNSON, PHILIP N.	SUPSHIP PASCAGOULA	SEP 2000
CAPT	JOSEPH, STEPHEN L.	NSWCSHSES PHILA	AUG 2000
CAPT	KITCHIN, DOYLE R.	NAVSEA (SEA 05D)	JUL 2000
CAPT	LIENARD, DAVID E.	S INDCOL AFOR WASHDC	AUG 2000
CAPT	MARTIN, STEPHEN E.	OPNAV (N6)	JUL 2000
CAPT	MASON, VERRDON H.	SUPSHIP GROTON	AUG 2000
CAPT	ORZALLI, JOHN C.	OPNAV (N431)	AUG 2000
CAPT	PETRI, STEVEN W.	NSWCD CARDEROCK	SEP 2000
CAPT	SIEDBAND, MARC A.	NSWD INDIAN HEAD	JUL 2000
CAPT	THROWER-LESESNE, PAMELA	PUGET SOUND NAVSHIPYD	AUG 2000
CAPT	WILKINS, JAMES R.	PEO EXW (PMS 377)	SEP 2000
CDR(S)	BAKER, CHARLES E., JR.	SUPSHIP DET COLTS NECK	AUG 2000
CDR	BARNES, JONATHAN D.	COMNAVSURFLANT	AUG 2000
CDR	BEHRLE, CHARLES D.	PEO (S) (PMS 500T)	SEP 2000
CDR	BENEDICT, TERRY J.	STRSYSPROG	JUL 2000
CDR	CANN, GLENN E.	NORFOLK NAVSHIPYD	SEP 2000
CDR	CHISUM, JAMES E., JR.	SUB MET SOUTHWEST SDIEGO	JUL 2000
CDR(S)	FOX, DAVID M.	NSWCD DET BAYVIEW	SEP 2000
CDR	FREDERICKSON, KENT A.	USS VINSON (CVN 70)	SEP 2000
CDR	GIAQUINTO, JOSEPH	NAVSEA (SEA 53)	AUG 2000
CDR	GUTTENDORF, MARK B.	SUPSHIP SDIEGO DET PEARL	AUG 2000
CDR	HAWKINSON, TODD D.	COMNAVSURFGRP PACNWEST	JUL 2000
CDR	HOOPER, RICHARD W.	ASSTSECNAV RDA	JUL 2000
CDR	LAMADE, JOHN D.	NSWCD CRANE	AUG 2000
CDR(S)	LASOTA, CHARLES S.	DIR STRSYSPROG	AUG 2000
CDR	LOGSDON, MARY J.	SUPSHIP PASCAGOULA	SEP 2000
CDR	MACDOUGALL, KAREN M.	BUPERS SEA DUTY	JUL 2000

CHANGE OF DUTY

RANK	NAME	TO	REPORT DATE
CDR	LUBATTI, RONALD W.	PORTSMOUTH NAVSHIPYD	AUG 2000
CDR(S)	MADDOX, DOUGLAS L.	COMNAVSURFGRP MED	JUL 2000
CDR	MCCLOSKEY, MARGARET A.	COMNAVAIRPAC	SEP 2000
CDR	MILLER, BRIAN S.	SUPSHIP NEWPORT NEWS	JUL 2000
CDR	MULL, TIMOTHY B.	PEO TSC (PMS 451)	JUL 2000
CDR	NARDI, PETER A.	PEO (S) (PMS 500)	SEP 2000
CDR	NEIBERT, MICHAEL J.	SUPSHIP PORTSMOUTH	SEP 2000
CDR	OLSON, GERALDINE L.	COMSUBPAC	AUG 2000
CDR	PRICE, BYRON K.	BALMISSLEDEF ORG	SEP 2000
CDR	SCHULZ, FREDERICK F.	DAU FT BELVOIR	AUG 2000
CDR	SCHWARTZ, MICHAEL L.	PEO CV (PMS 312)	AUG 2000
CDR	SURKO, STEPHEN W.	NAVSEA (PMS 325R)	JUL 2000
CDR	VINCE, ROBERT J.	EDO SCHOOL PORT HUENEME	JUL 2000
CDR	WHITNEY, MARK R.	USS T. ROOSEVELT (CVN 71)	JUL 2000
CDR	WOODSON, STEVEN W.	LPD 17 DET AVONDALE	AUG 2000
LCDR	BALLISTER, STEPHEN C.	PEO TSC (PMS 400B)	JUL 2000
LCDR	BARBOSA, CARLOS M.	SUPSHIP PASCAGOULA	AUG 2000
LCDR	BAUMANN, GREGG W.	NAVSEA (SEA 00C)	SEP 2000
LCDR	CLARK, ALLEN L.	NORFOLK NAVSHIPYD	SEP 2000
LCDR	COPPEANS, WALTER A.	S SWOSCOLCOM NEWPORT	JUL 2000
LCDR	CORBELL, RANDALL E.	PUGET SOUND NAVSHIPYD	SEP 2000
LCDR	DESROCHES, ALEXANDER S.	PEO SUBS (PMS 450)	AUG 2000
LCDR	DOWNEY, JAMES P.	SSC FAC PAC YOKOSUKA	JUL 2000
LCDR	FOX, STANLEY L., II	NAVSEA (PMS 392A)	JUL 2000
LCDR	GILDERSLEEVE, JOSEPH S.	PRESINSURV S/D DET NORVA	JUL 2000
LCDR	HARDER, DONALD R.	S SWOSCOLCOM NEWPORT	JUL 2000
LCDR	JOHNSON, ROBERT L.	NAVSHIPREPFAC YOKOSUKA	AUG 2000
LCDR	KAPOLKA, DAPHNE	PG SCHOOL MONTEREY	AUG 2000
LCDR	KAUFMAN, ROBERT E.	SWFLANT KINGS BAY	SEP 2000
LCDR	KELLY, TIMOTHY J.	SPAWARSYSCOM PMO	AUG 2000
LCDR	KING, QUINTEN M.	COMNAVSURFGRP MED	SEP 2000
LCDR	KOHNKE, DAVID K.	NAVPERSCOM (PERS-445D)	JUL 2000
LCDR	LAFONTANT, PATRICK B.	NAVSHIPREPFAC YOKOSUKA	JUL 2000
LCDR	LE, CHAU G.	NAVSEA DET TUCSON	SEP 2000
LCDR	LEE, JAMES H.	COMNAVSURFLANT	AUG 2000

CHANGE OF DUTY

RANK	NAME	TO	REPORT DATE
LCDR	LONG, MATTHEW B.	CLFNC BAHRAIN	SEP 2000
LCDR	LYLE, PETER C.	COMNAVSURFGRP MED	AUG 2000
LCDR	MEYER, ROBERT H.	COMSUBLANT	AUG 2000
LCDR(S)	OGLESBY, DOUGLAS B.	NORFOLK NAVSHIPYD	AUG 2000
LCDR	PARKER, GREGORY K.	SWOSCOLCOM NEWPORT	AUG 2000
LCDR	PEFFERS, STEPHEN B.	NXDIVU PANAMA CITY	SEP 2000
LCDR	PHELPS, DAVID D.	COMNAVSURFLANT	AUG 2000
LCDR	PIERCE, IVAN C.	SPAWAR FLD ACT WASHDC	JUL 2000
LCDR	REINAGEL, PETER J.	SSC SDIEGO BAHRAIN DET	AUG 2000
LCDR	RODROGUEZ, MARTIN	USS BOXER (LHD 4)	JUL 2000
LCDR	SCRUTON, ZACHARY M.	PORTSMOUTH NAVSHIPYD	AUG 2000
LCDR	SIMEI, FRANK A., JR.	COMNAVAIRPAC	SEP 2000
LCDR	SMALL, DOUGLAS W.	LHD 7 PCU IWO JIMA	SEP 2000
LCDR	STONE, LEON C., JR.	SUPSHIP SAN DIEGO	AUG 2000
LCDR(S)	SZATKOWSKI, JOHN J.	PEARL HARBOR NAVSHIPYD	AUG 2000
LCDR	TROST, CHRISTOPHER S.	PRESINSURV S/D NORVA	AUG 2000
LCDR	VANOVER, KENNETH C.	SUPSHIP PORTSMOUTH	SEP 2000
LCDR	VOTRUBA, PAUL M.	NAVSEA (SEA 53)	AUG 2000
LCDR	WALLACE, STEPHEN M.	COMNAVSURFGRU MIDPAC	JUL 2000
LCDR	WINNENBERG, THOMAS F.	DISA D6 JIEO	JUL 2000
LCDR	WOLFE, JOHNNY R., JR.	NAVPMOSSSP SUNNYVALE	SEP 2000
LCDR	WYNN, PAUL R.	PORTSMOUTH NAVSHIPYD	SEP 2000
LT	CARROLL, WILLIAM D.	NAVSHIPREPFAC YOKOSUKA	SEP 2000
LT	CUEVAS, ASSUNTA M.	S PG MONTEREY	JUL 2000
LT(S)	DUGIE, FRANK L.	S PG MONTEREY	SEP 2000
LT	HANEY, TIMOTHY N.	SPAWARCEN SDIEGO	SEP 2000
LT	LUDWIG, PETER M.	NAVSHIPREPFAC YOKOSUKA	AUG 2000
LT	PHELPS, JOHN T., JR.	SUPSHIP PORTSMOUTH	SEP 2000
LT(S)	REEVES, DEREK E.	S NAVPGSCOL MONTEREY	SEP 2000
LT	ROBINSON, JOHN P.	SUPSHIP BATH	SEP 2000
LT	ROBISON, MICHAEL J.	SUPSHIP PUGET SOUND	SEP 2000
LT	SHAEFFER, BLANCA A.	NSWCD DAHLGREN	AUG 2000
LT	SNELLING, MICHAEL	S PG MONTEREY	AUG 2000
LT	TAYLOR, MICHAEL E.	PEP CANADA-OTTAWA	JUL 2000
LT	THORNE, RICHARD L.	COMNAVSURFPAC	JUL 2000
LT	WATKINS, DEAN P.	SUPSHIP SAN DIEGO	SEP 2000

Fair winds and following seas. . . . .

CAPTAINS

CARNEY, JAMES M.	NAVSEA (SEA 53A)	01 JUL 2000
COLLINS, NEIL J.	CINCLANTFLT	01 JUL 2000
MANCINI, ANTHONY J.	NAVSEA (SEA 05D)	01 JUL 2000
SCHACK, ROBERT P.	PACNORWEST RMC	01 JUL 2000
POLCARI, JOHN J.	DARPA WASH DC	01 AUG 2000
PUTNAM, GREER R.	DIRDIVOFNREACDOE	01 AUG 2000
BARNES, CLIFFORD G., JR.	PORTSMOUTH NAVSHIPYD	01 SEP 2000
DEW, DWIGHT D.	COMNAVSURFLANT	01 SEP 2000
JORGENSEN, PAUL C.	SBMEPP PORTSMOUTH	01 SEP 2000

COMMANDERS

PRITCHARD, NOLIE D., JR.	SUPSHIP PASCAGOULA	01 JUL 2000
BINNEY, BRUCE C.	SPAWARSYSCOM	01 AUG 2000
ROGERS, RAY C.	NUSWCD KINGS PORT WA	01 AUG 2000
BRISSON, BRUCE W.	NORFOLK NAVSHIPYD	01 SEP 2000
FOX, PADRAIC K.	SUPSHIP PORTSMOUTH	01 SEP 2000
POSEY, ROBERT L.	SUPSHIP SAN DIEGO	01 SEP 2000
SEDY, EUGENE B.	PUGET SOUND NAVSHIPYD	01 SEP 2000
SPENCER, JOHN P.	SUPSHIP SAN DIEGO	01 SEP 2000

LIEUTENANT COMMANDERS

COLEMAN, AGNES M.	SWOSCOLCOM NEWPORT	31 JUL 2000
NOWLIN, JEFFREY L.	NUSWCD NEWPORT	31 JUL 2000
PETERSON, KEVIN R.	SPAWARSYSCEN FAC GUAM	31 JUL 2000
TIGANI, JOHN A., JR.	DISA D6 JIEO	31 JUL 2000
HAMMAN, KURT D.	PUGET SOUND NAVSHIPYD	01 AUG 2000
LEHMAN, KAREN K.	DISA ADCOM NORFOLK	01 SEP 2000
PARISIEN, JAMES P.	USSTRATCOM JOR OFFUTT AFB	31 SEP 2000

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